

LAW ENFORCEMENT NEWS

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What They Are Saying:

"We still have some growing to do, some more things to learn, but we've come a long way."

St. Louis police spokesman Hugh Donnelly, commenting on the impact of a committee that enable officers at all ranks to voice their concerns and complaints directly to the chief.

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Revving up for a Detroit parley:

IACP's Runyon seeks 'collective effort'

When the International Association of Chiefs of Police convenes for its 90th annual conference in Detroit from October 1-6, incoming president Howard L. Runyon hopes to forge "a definite sense of goals and direction for 1983-84."

Runyon, police chief in Passaic Township, N.J., said he will work to overcome a lack of coordination between the organization's major divisions, including the State Associations of Chiefs of Police, State and Provincial Police and Major Cities Chiefs.

"I hope to bring the groups together to work in a collective way on the issues that face law enforcement today," Runyon said.

[The convention also will feature addresses by Secretary of Transportation Elizabeth Hanford Dole, FBI Director William H. Webster and Sir John Hermon, Chief Constable from Belfast, Ireland.]

Despite Runyon's stated goals, however, the conference is expected to be marked by the debut of a new political faction within the IACP. Police chiefs from the Midwest and South have formed a coalition known as the Mid-American Alliance to challenge the group's current leadership, and have placed four candidates and one constitutional amendment on the ballot for the conference.

The alliance, led by Chief Larry Vardell



Transportation Secretary Dole



FBI Director Webster

of Williamsburg, Va., and Chief Kenneth Madejczyk of Grandville, Mich., claims that chiefs from the New England states have dominated the organization and become insulated from the desires of the membership.

Runyon, who will succeed Leo Callahan of Fort Lauderdale, Fla., as president of the group, said he will address issues raised by the Mid-American Alliance in a "pretty detailed report" to be issued at the conference.

While admitting that the Mid-American group's charges will be top issues at the meeting, he said he will show that some of the claims are based on inaccurate figures. For instance, he said, the group's proposed constitutional amendment to limit spending by the IACP executive committee includes "cost factors [that] are off."

The convention also will include the first election in which an incumbent vice

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LAPD ordered to open up intelligence files

A new Los Angeles city ordinance that allows citizens to have access to files from the police department's public disorder intelligence division and anti-terrorist division went into effect last month with little fanfare.

The law, first proposed in 1978, was strongly opposed by the Los Angeles Police Department, where officials said public access to some files would allow criminals to gain knowledge of past surveillance. The ordinance passed by a narrow margin after several amendments limited its scope, and after allegations that the public disorder division had spied on private citizens and political groups.

The controversy over surveillance resulted in a vote by the Los Angeles Police Commission last January ordering Chief Daryl F. Gates to "deactivate" the public disorder division and setting strict limitations on intelligence operations designed to combat terrorism.

The decision to disband the unit came days after The Los Angeles Times reported that quantities of intelligence documents were hidden outside the police department in an apparent effort to avoid a directive from the commission

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Countering terrorism: the vulnerability of the road

By J. D. ARANHA

At about 5:30 P.M. on September 5, 1977, Dr. Hanns-Martin Schleyer, president of the Federation of German Employers Associations, was on his way home to Cologne-Braunsfeld from the federation's office in Cologne proper. Escorting Schleyer's Mercedes limousine were three West German police officers, who travelled immediately behind Schleyer and his chauffeur as they drove westward on Friedrich-Schmidt Strasse towards the Schleyer residence at number 10 Raschdorffstrasse.

As the Schleyer car turned right onto Vincenz-Statz-Strasse and only yards away from Raschdorffstrasse, it was forced to an abrupt halt at what appeared to be the scene of an accident. Unable to react fast enough, the escort car collided with the rear of Schleyer's limousine.

Within seconds, both cars were surrounded by five persons who in the confusion had emerged unchallenged from the left of the cars. Armed with an assortment of weapons, they opened fire, killing the chauffeur and the three bodyguards.



Three bodies lie where they fell following the 1977 kidnapping of West German industrialist Hanns-Martin Schleyer. In the background, a police officer inspects the front seat of the car used to block Schleyer's two-car convoy.

Wide World Photos

Schleyer was dragged unharmed from his car and forced into a white Volkswagen bus, which then moved off at high speed and disappeared in the heavy traffic on Junkersdorfer Strasse.

The Cologne police appeared at the scene hardly two minutes later to discover the incredible carnage. Showing evidence of multiple point-blank gunshot wounds, the bodies of the chauffeur and

the bodyguards had literally been blown to pieces by the kidnappers' overwhelming firepower. Forty-three days later, Schleyer was killed by the German Red Army Faction and his body was left in a green Audi 100 parked in the Rue Charles Regency in Mulhouse.

About ten months later, on March 16, 1978, at about 9:05 A.M., Italy's leading senior statesman, former premier Aldo Moro, was ambushed and kidnapped by the Red Brigades. Beginning his day with the routine he had followed for years, Moro left his apartment to go to mass at the nearby Church of Santa Chiara. After mass he started off for Parliament in his Fiat 130, accompanied by his chauffeur and bodyguard. Following in a white Alfa Romeo were three security guards. On the Via Mario Fani and just before reaching the intersection of Via Strasse, a white Fiat 128 suddenly overtook Moro's car and pulled to an abrupt stop at the intersection. Moro's chauffeur hit the brakes and the security

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...NewsBriefs...NewsBriefs...NewsBriefs...

S. Tucson files for bankruptcy in wake of shooting judgment

The City of South Tucson, Ariz., has filed for bankruptcy in the wake of a \$3.6-million lawsuit that grew out of an accidental shooting by a South Tucson police officer.

City officials voted last month to file for bankruptcy, saying the city could pay neither the judgment nor the \$126,000 the city owes other creditors.

Mayor Dan Eckstrom said, "The city of South Tucson has never said... that we have tried to beat anybody out of anything. We are trying to resolve this in a manner that is equitable to the City of South Tucson and to Mr. Garcia."

Roy Garcia, a dog handler for the Tucson Police Department, was called to assist the South Tucson police during a hostage situation in 1978. As Garcia approached the barricaded building, a

South Tucson officer mistook Garcia for the suspect and fired, hitting Garcia and paralyzing him below the waist.

Since the judgment was handed down more than a year ago, South Tucson has tried to resolve the debt in several ways, including selling city hall and disincorporating.

Denver PD moves to defuse AIDS scare among officers

The Denver Police Department plans to establish a program to educate its officers about the dangers of AIDS, the acquired immune deficiency syndrome, after one officer ran away from the victim of a burglary who suffered from the disease.

Safety Manager John Simonet said he wants to establish the program to dispel some of the myths about AIDS in the hopes of preventing similar incidents in the future.

AIDS victim Henry Pena reported that he was talking to a Denver police officer about the disappearance of a \$400 ring when he happened to mention his disease. He said the officer panicked, began yelling, then ran away before Pena could explain that the officer was in no danger.

The officer said later that he didn't know much about the disease, but that taking the burglary report "wasn't enough to die over."

Florida seeks missing kids with new monthly bulletin

The Florida Department of Law Enforcement has begun publishing a monthly newsletter called "Missing Children Bulletin" as part of its Missing Children Information Clearinghouse program.

The bulletin, which will include information from parents, law enforcement agencies and public or private organizations, will be distributed throughout Florida and to interested parties outside the state.

It is part of the clearinghouse program that was set up to "provide liaison between private citizens and law enforcement officials concerning missing children and to provide training to law enforcement agencies regarding the appropriate procedures for handling missing children cases," according to a statement released by the department.

The clearinghouse also offers a toll-free hotline that is operated around the clock to gather information about missing children cases, a directory of resources available for assistance in locating a child, emergency fliers that can be used by law enforcement agencies to distribute information about a missing child and assistance to law enforcement agencies for establishing a child fingerprinting program.

Veil of secrecy lifted from mental patient files in Illinois

Illinois legislators have passed a law that will make it easier for police to track down persons who disappear from state mental institutions.

The law, which will take effect January 1, will allow authorities at mental institutions to provide police with personal information about the patient, including the name, address, age, description and nearest relative of the escapee.

Police had complained that privacy laws designed to keep a patient's treatment and condition confidential had

made it difficult for them to find patients who wandered away or escaped.

Gov. James Thompson said in signing the bill, "This measure... gives police a better chance of locating those missing persons and adding to the safety of the citizens."

Passage of the bill was spurred by the escapes of several dangerous patients in recent months, including one last month in which a mental patient accused of rape escaped from a court building in Elgin and was arrested the next day in the act of raping another woman.

Pa. town would rather switch than fight officers' demands

Rather than meet what it called "irresponsible" contract demands by its police officers, the town of Dunmore, Pa., is considering disbanding its 20-member force.

City officials recently authorized an attorney who serves as the chief negotiator with the Dunmore Police Association to seek an alternative source of law enforcement for the tiny community near Scranton.

Conn. cops take their beef over contract to town hall

Police officers in Berlin, Conn., who have been working without a contract since July 1, recently staged three protests at Town Hall to "make the citizens of Berlin aware that we feel overlooked by the present administration."

The protests, all staged in one day, were peaceful, with about 15 officers carrying signs in picket lines at the entrance to the town hall. Officials of the local branch of the American Federation of State, County and Municipal Employees said they have no plans for a strike or work slowdown, and protesters did not attempt to block traffic going into the city building.

Contract negotiations with the 31-member union have stalled over the issues of wages. Union leaders have asked for a 7 percent increase for patrol officers and an 8 percent increase for supervisors. The city has offered 4 percent for patrol officers and 5 percent for

those at the rank of sergeant or above. Union and city officials will meet with a state arbitrator some time in September in an effort to end the impasse.

The picket lines were the first action taken by the union's newly formed Political Action Committee, which also plans to endorse political candidates and campaign for those it supports.

Sheriff follows doctor's orders, ends up in contempt of court

A Georgia sheriff has been found in contempt of court after a Superior Court judge declared he saw "footprints of a deliberate conspiracy" in the escape of a suspected drug trafficker from a local jail.

Judge A. Wallace Cato sentenced Sheriff Hopson Irvin of Baker County to 20 days in jail, fined him \$500 and suspended him as sheriff of Superior Court for his failure to transfer the prisoner, Steven E. Brown, to another jail despite court orders to do so.

However, Cato later released Irvin from jail on a \$5,000 bond while the sheriff's attorney prepared an appeal.

Judge Cato had ordered Brown and three other men transferred to another jail for security reasons. The four had been arrested after they allegedly landed a small plane carrying 400 pounds of cocaine in rural Baker County.

The three other prisoners were transferred, but Brown remained in the Baker County jail. Five days later, he escaped when two armed gunmen entered the jail and demanded his release.

Irvin said he had not transferred Brown because a doctor who had treated the prisoner for heart spasms had directed that he not be moved. The doctor testified, however, that he never made that recommendation.

Cato said the sheriff's failure to follow the court order to transfer Brown "resulted in the escape of a man who had brought \$85 million worth of cocaine into Baker County, enough poison to wreck the lives of tens of thousands."

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Voter-approved review board gets underway in San Francisco

San Francisco's first civilian police review board, approved by a voter referendum last November, has begun investigating its first complaints.

The board, officially known as the Office of Civilian Complaints, consists of nine investigators and a full-time director. It will investigate all civilian complaints against the police department and make recommendations to the chief to resolve the complaints. It has no binding power over the chief.

Eugene Swann, an attorney and former deputy district attorney who was appointed director of the office by the Police Commission, said the investigators went on the city payroll August 22 and began working with the police department's internal affairs investigators to "learn the ropes."

He said the office expected its first complaints by the third week of September. The office originally had been scheduled to begin work June 1, but was delayed by the hiring of investigators and other preparations.

The new office will assume responsibility for about 2,300 complaints filed yearly — a number that is expected to increase next year because of major events such as the Democratic national convention to be held in San Francisco and the Summer

Olympics in Los Angeles.

Establishment of the office was approved by a wide margin in last fall's election, following several incidents in which citizens complained that police were not appropriately disciplined for misconduct. The move for a civilian review board grew stronger after San Francisco 49er football fans celebrating the team's Super Bowl championship last year complained that police handling of the melee was, in Swann's words, "over-vigorous."

Swann said the office's investigators included two attorneys, a former private investigator, a former police sergeant, a civil rights worker and others from a variety of backgrounds. It also includes three women, two blacks, two Hispanics and two white males, a makeup that Swann calls "a pretty good spread."

The new director said the review board "lends credibility to the performance of police officers in the long run. It shows that they, like everybody else, must be held accountable for their actions to someone outside."

Police Commander Richard Trueb, who has handled civilian complaints in the past, said a scaled-down internal affairs bureau will be kept intact to investigate cases of misconduct that don't involve citizen complaints.



Faking it

Representative John Dingell of Michigan (right) opens House subcommittee hearings on illegal and unfair foreign trade practices last month. The subcommittee was presented with a wide variety of products available in American stores, along with counterfeit versions of the same items that have made their way illegally onto the shelves.

Wide World Photos

Mass. cops say wrong men were convicted in fatal motel beating

Three Massachusetts police officers convicted in May of beating a man to death during a bar brawl have asked for a new trial, saying that a statement by one witness shows that the wrong officers were convicted.

Officers John McLeod and Richard Aiello of Everett, Mass., were sentenced to life in prison for their roles in the beating, which witnesses testified was in retaliation for an earlier fight at the bar that involved McLeod. Officer John Macauda, also of Everett, was convicted of manslaughter and assault and sentenced to six to ten years in prison.

All three have requested new trials, citing a statement by one witness that attributes the killing to Officer Michael Nadworney, of nearby Chelsea, Mass., who was acquitted of charges in the case.

The witness, fellow officer Fred Warford, testified during the trial that he had

remained in the hallway during the beating and did not see what took place. Warford later told prosecutors that his testimony about the incident was conjecture. An attorney for the convicted officers said he believes Warford was in the room during the brawl and that he will now testify that Nadworney delivered the fatal blows.

During the trial, witnesses testified that police chased a dozen customers into a motel room, broke down the door and beat the customers with clubs and nightsticks. They said McLeod, still bloody from the earlier fight, was then led in and told to "finish them off." McLeod allegedly beat the men, yelling, "I'm John McLeod and don't you forget it."

One of the men, Vincent J. Bordonaro, 54, died a week later of head injuries.



Sgt. John McLeod and Officer Richard Aiello listen impassively as their sentences were handed down on May 27.

Wide World Photos

No complaint too big or too small for St. Louis 'raps' with the chief

Once a month, St. Louis Police Chief John Berner and four of his bureau commanders sit down with 17 patrol officers, sergeants and lieutenants in a 1980's version of the rap session.

The front-line officers register complaints and ask questions, reminding the top brass what it's like on the streets.

The administration explains policies and answers questions, giving the patrol officers a sense of the view from the top.

It is what Berner called the Communications Advisory Committee, and a year after it was put into effect, the chief and other top officials say the committee has been instrumental in closing the gap between patrol officers and the administration.

"It was set up to improve communications between the people on the street and the top-level management of the police department," said Hugh Donnelly, a public information officer who serves as secretary for the committee.

"We still have some growing to do, some more things to learn, but we've come a long way."

Donnelly said Berner set up the committee because he felt that informal communication between the ranks wasn't sufficient. The chief decided to schedule regular meetings and appointed a committee that represents all aspects of the front-line force.

In its first year, the committee has

raised questions about everything from budgets, promotions and procedural changes to dinner hours and holster types.

Of the 60 specific complaints filed through the committee, Donnelly said, 57 have been resolved. For instance, a policy requiring officers on patrol together to take separate dinner hours has been changed to allow partners to dine together. The administration has promised to begin purchasing the open holsters that are more popular with patrol officers as soon as funds are available.

"The people on the committee have been very frank and very candid," Donnelly said. "The chief thinks it's working."

Officer Richard Beirne, a 19-year veteran of the force who is active in the St. Louis Police Officers Association, agrees. "I believe one of the main problems of the department is a lack of communication. In a bureaucracy like this, everything comes down and nothing goes up — but if this stuff isn't brought up to the top, you get a lot of frustration at the bottom."

On The Record:

"The tension between the police and the judiciary has always been fundamental to our constitutional system. It is intentional and healthy and constitutes the real difference between a free society and a police state."

— Nicholas Katzenbach

People & Places

Major promotion in Maryland county

Prince George's County, Md., County Executive Parris N. Glendening has ended months of speculation by naming Maj. Michael J. Flaherty as the county's new chief of police.

Flaherty, who has been serving as interim director of the county jail, was chosen over Lt. Col. Joseph N. Vasco, a controversial candidate who had won the support of the Prince George's Fraternal Order of Police.

He replaces John E. McHale, a former FBI agent who had served as acting chief for almost four years. McHale was appointed by former county executive Lawrence Hogan, and Glendening had been expected to name a new chief since his election last fall.

Flaherty, 40, is an 18-year veteran of the force. He has served as commander of the Seat Pleasant district, a high-crime area, and was put in charge of improving security at the county jail after charges

that prisoners had been raped by fellow inmates.

Although Vasco openly campaigned for the chief's job, he faced opposition from community groups because of allegations of his involvement in the so-called Prince George's "death squad." The Washington Post reported in 1979 that Vasco had organized a special police unit in 1967 to help informants set up robberies at convenience stores in which police killed two suspects. Vasco was acquitted of the charges.

Flaherty has said he wants Vasco to be his deputy chief, but Vasco has not yet responded. The president of the Black Caucus of Prince George's Inc., the Rev. Perry Smith 3d, has said that Vasco would be an unacceptable choice for the deputy's spot.

Dial M for murder

Police Chief Bob Watkins of New Concord, Ohio, was on the phone with a friend who was calling to report a suspicious van outside the gas station where he worked when the chief heard a gunshot ring out.

Watkins dropped the phone and rushed to the station, where he found the body of Robert Payne, 23. The young man had been shot five times.

Watkins said that Payne had called him and described the van passing the station, when suddenly he said someone had left the van and was walking toward the station. Watkins heard him shout, "Oh, no" and then a shot.

"Whoever did this murdered the boy before they robbed him," Watkins said later. "They murdered the boy."

The man of the year

John F. Keenan, New York City's coordinator of criminal justice, has been named Law Enforcement Officer of the Year by the Society of Professional Investigators.

Keenan, who was recently nominated for a Federal judgeship, was selected because he is "highly competent and above reproach in integrity," according to Nat Laurendi, vice president of the society. "He has shown a continued interest in the professionalism of law enforcement in New York City."

Keenan, also a former assistant district attorney for New York County, joins the likes of Robert F. Kennedy and J. Edgar Hoover in being named to receive the award, which has been presented annually since 1957. He will be honored at a dinner October 20.

Quick exit

Robert D. Quick, first deputy superintendent of the New York State Police, has retired, sparking several changes in the upper ranks of the force.

Quick retired after 35 years with the state police, during which time he served as major in charge of training, deputy chief inspector, and chief inspector. He had been first deputy superintendent since 1974.

Col. Raymond M. Rasmussen, the assistant deputy superintendent in charge of the Bureau of Criminal Investigation, was named to replace Quick. A 34-year veteran, Rasmussen has been in charge of planning and research and the assistant deputy superintendent in charge of the uniform force.

Col. Joseph J. Strojnowski, a staff inspector at Albany Division Headquarters, will take over for Rasmussen. Strojnowski has served the force for 21 years, including 18 months as commander of Troop L on Long Island.

Poster paster

Cleveland police have come up with a new idea for apprehending suspects that isn't really new at all.

Last spring, the department began tacking old-fashioned "wanted posters" around the community in hopes of gathering information about criminals on the loose.

Lieut. Richard A. McIntosh, who suggested the use of the posters, said he thinks "citizens are not always aware that the police are after a criminal." He said many citizens do not read reports in newspapers or on television, but will stop to read a poster in their own neighborhood.

Police circulated the wanted posters in areas where the suspect was known to have lived or operated, and McIntosh said the response was positive. "Several citizens took hundreds of posters and helped in putting them up around the neighborhood," he said.

McIntosh said the posters brought some old-fashioned results. In one of the first cases where a poster was used, the department received several phone calls and quickly arrested the suspect.

"The 'wanted poster' proved its modern value," McIntosh said.

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≡ SUPREME COURT BRIEFS ≡

By AVERY ELI OKIN



During the recess between terms, the Supreme Court Justices are freed from the time-consuming oral argument portion of the Court calendar, using the time instead to prepare for the coming term, work on pet projects and take needed vacations from each other.

Chief Justice Burger used a portion of the recess time in August both to get away from the Court and to pursue one of his principle objectives in the criminal justice field — prison reform. Heading an 11-member panel that included U.S. Bureau of Prisons director Norman Carlson, Senator Mark Hatfield, Representative Robert Kastenmeier, and representatives of business and labor, the Chief Justice guided the panel through a tour of the so-called "model" prisons in Denmark and Sweden.

The Chief Justice's continuing concern about prisons stems in part from the ceaseless flow of petitions into the Court from prisoners, which now represents a substantial portion of the *pro se* Court calendar. While the Court term has exercised restraint during the past term in not interfering with the day-to-day administration of correctional facilities, the Justices have touched on the rights of detained persons and those about to be incarcerated.

However, while there is certainly something to be learned from studying the correctional systems of other countries, one can't help but wonder if the Chief Justice's time might not have been better spent discussing the United States criminal justice system, and the guidance that the Court could give various sections of the system, with his fellow Justices.

Looking at another component of the system, the Court has for some reason declined to provide needed guidance to the nation's law enforcement officers.

Faced with the opportunity to create a good-faith exception to the exclusionary rule this past term, the Court declined to rule on the issue. During the same term, however, the Court seemed to go to extremes to complicate the area of search and seizure, articulating new rules in the final days of the term. (The search and seizure cases will be examined in this column in October.)

In the area of interrogation of prisoners who have been given Miranda warnings, the police have long awaited a nationwide rule setting forth the circumstances under which a prisoner may waive Miranda and be questioned. Unfortunately, when faced with that issue the Court failed to obtain a majority position and thereby articulated two or three conflicting views of what constitutes a valid Miranda waiver that will allow for police interrogation. That case is analyzed below, along with a case that ignored the defendant's guilt when he sought to sue police officers for an alleged civil rights violation.

Interrogation

Unable to reach even a simply majority decision, the Supreme Court was forced to deliver three separate opinions on the issue of when a person in police custody has validly waived his Miranda rights so that police may conduct an interrogation.

Despite the widespread confusion likely to result from this case, and the fact that further litigation on the question is now made necessary, eight of the Justices appeared to put aside the nationwide problem and joined in either the judgment of the Court or the dissenting opinion, each of which found four supporters, based on the specific facts of this case.

The case arose in September 1980, when Oregon police were investigating the death of a minor who had been a passenger in a pickup truck in Tillamook County. The investigation established, and in the course of events the defendant confessed that he had been driving the pickup truck after having consumed a considerable amount of alcohol, which

'During the ['82-'83] term, the Court seemed to go to extremes to complicate the area of search and seizure.'

resulted in his passing out while driving. After the defendant passed out, the truck left the road, struck a tree, and ended up in a shallow creek, where the minor boy died from "traumatic injury, coupled with asphyxia by drowning."

Shortly after the start of the investigation the defendant was brought to the Rockaway Police Station for questioning and was given the Miranda warnings. The defendant denied any responsibility for the accident but admitted that he had furnished liquor to the deceased. Having thus admitted to violating the law prohibiting the furnishing liquor to a minor, the defendant was placed under arrest and was again advised of his Miranda rights.

Shortly thereafter, one of the police officers told the defendant that he thought he was behind the wheel of the pickup truck when it went off the road. The defendant again denied involvement in the accident and requested an attorney. The officers immediately ceased questioning the defendant.

Later the defendant was transferred from the police station to the Tillamook County Jail. Sometime either before leaving the station or during the 15-mile ride to the jail, the defendant asked a police officer, "Well, what is going to happen to me now?" The officer replied that the defendant had requested an attorney and therefore did not have to speak with the police. The defendant indicated that he understood and there followed a conversation in which the defendant was told that he was being taken to the county jail and the offense with which he would be charged. During that conversation the officer suggested that the defendant take a polygraph examination.

The defendant took the polygraph examination the following day after again

being advised of his Miranda rights. At the conclusion of the examination, the polygraph examiner told the defendant that he did not think he was telling the truth. Not long thereafter, the defendant confessed to his involvement and was charged and convicted of first-degree manslaughter, driving under the influence of intoxicants, and driving while his license was revoked.

This case came to the Supreme Court's attention following a reversal of the criminal conviction by the Oregon Court of Appeals. The Supreme Court in turn reversed the Oregon high court and allowed the conviction to stand.

The resolution of this particular case, and the Court-created problem in the area of prisoner interrogation stem from the language of the 1981 Supreme Court

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Judge backs Md. chief in paying overtime

A Maryland circuit court judge has upheld a police chief's right to decide when to pay officers overtime for attending training sessions.

Judge Samuel V. Barrick ruled that Frederick, Md., Police Chief Richard Ashton had the right to deny overtime pay to 39 police officers who attended training sessions on their day off, ending a year-long dispute that involved 39 of the city's 45 patrol officers.

The officers argued that they deserved overtime pay for attending the training sessions on their own time, since they had been ordered to attend the sessions. Ashton refused to pay overtime for the sessions.

Barrick upheld an earlier ruling that said Ashton had the authority to decide whether officers should be paid for the training. The officers had asked for \$5,000 in compensation and legal fees.

Tom Woodward, president of the local Fraternal Order of Police lodge, said he was disappointed by the ruling and did not know what the officers' next move would be.

The decision applied only to overtime pay as it pertained to the Frederick case and does not mean that a chief can refuse to pay officers overtime under other circumstances, according to the Frederick city attorney.

The department no longer requires that police officers attend training sessions on their days off.

Restoring order in Oklahoma



A manacled prisoner is led away from the Conner Correctional Center in Oklahoma last month, following an uprising that left one inmate dead and four buildings destroyed. In the photo at right, an inmate still holding the key to his cell stares through a security fence at the facility after the riot was suppressed. The inmates were rounded up and transported to other institutions throughout the state.

Wide World Photos

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Taking antiterrorist tactics out for a drive

Continued from Page 1

car following close behind couldn't stop quickly enough and bumped into Moro's car.

The driver and front-seat passenger of the Fiat 128 (which was bearing diplomatic plates) jumped out as if to investigate the damage to their car. Then moving in from both sides they drew pistols and killed both the chauffeur and bodyguard instantly. Another team of terrorists dressed in Alitalia flight crew uniforms moved in on the security car and opened fire killing two policemen outright. The third policeman, who managed to roll out of the car on the other side, was killed by a sniper from a nearby rooftop. Moro was dragged out of his car and pushed into a waiting blue Fiat, which quickly moved away. The whole incident lasted barely 30 seconds. Moro was held hostage and on May 9, 1978, his body was found stuffed in the trunk of a stolen car in downtown Rome.

Both of the above incidents were well planned and executed terrorist operations. Tactically both kidnappings followed more or less the same scenario, although in the case of Moro's kidnapping extra precautions were taken by the Red Brigades, as evidenced by the sniper placed on the roof. Unfortunately the Italian authorities had learned nothing from the Schleyer kidnapping. In both cases overwhelming firepower was brought to bear at the point of attack and the areas were sealed off from possible outside interference while the assault was in progress. In both cases there was a total absence of a competent defense. The elements of surprise, predictability, escort procedure, special aids and general lack of preparedness all ruled in favor of the terrorists.

Most terrorist kidnappings take place not from a residence or office but rather as the potential target is leaving or entering one of these buildings or from the vehicle itself while the target is in transit. It has been estimated that an executive spends about 17 percent of his time in transit. Thus the vehicle emerges as a terrorist target for a number of reasons:

- ¶ It is often left with little protection in public areas and so becomes an easy target for an attack.

- ¶ When it is in use it will contain targets who are isolated from assistance and who have virtually no protection other than the vehicle itself and whatever protective devices it may be modified with, and who are most likely to be off guard due to the routine nature of their trips.

- ¶ The use of the vehicle gives the terrorist a variety of locations and times to stage an attack.

- ¶ The number of persons in a vehicle is limited and thus allows an attack group to be larger.

- ¶ Attacks on a vehicle can be simulated without the knowledge of the intended target.

- ¶ The modifications made to a vehicle can be detected by an experienced person who can then build the necessary countermeasures to them.

The examination of VIP protection that follows will look at vehicle-related aspects of protection, with particular emphasis placed on three areas: the driver, vehicle tactics and vehicle modification.

The driver

Protective driving is an integral part of executive protection. But no matter what is taught in terms of driving tactics and



The scene in Rome shortly after former Italian premier Aldo Moro was kidnapped by Red Brigade terrorists in 1978. Moro's car is the dark one in the center. The white sedan behind it carried Moro's bodyguards.

Wide World Photos

strategies or however well the vehicle is modified, it will be useless if the driver fails to respond properly when an attack takes place. Hence the most important is the human element — the driver.

The driver first has to be trained so that he gains confidence in his own capabilities and those of his vehicle before he is trained in defensive, high speed and offensive driving. Throughout the training it must be emphasized that the number-one priority is the safety and protection of the VIP and not confrontation with or the capture of the terrorists. The whole concept of protection will be undone if the VIP is killed in a confrontation.

Of course, it will be detrimental to all if a driver gains more confidence than skill. A driver must learn the basics of car control or vehicle dynamics and must insure that no force effects the vehicle unless he himself exerts it. This he does in three ways: by accelerating and braking; by braking and changing direction, and by moving the steering. A skillful driver completes these maneuvers with precision and this precision comes only with practice.

The driver should be taught the strengths, weaknesses and tactics of the terrorists and the countermeasures to what a terrorist can use against him. A driver has to be taught to recognize surveillance, and any abnormal activity should be reported immediately. It is better to suffer a little embarrassment in the event of reporting a false surveillance than to suffer the consequences of not reporting a suspicious surveillance. If a threat level is high the driver can record his suspicions on a tape recorder or over the car radio, if it is equipped with one.

Safe havens like police stations, military bases, fire stations or hospitals have to be mapped out and studied, as during a moment of stress the driver will not have time to ask for directions. A safe haven is absolutely essential in a danger zone.

After the completion of a course in normal driving procedures and in the specifics of defensive and offensive driving, the driver should go through an intensive course in motor mechanics. He should be mentally tuned to go through a vehicle security check every time the vehicle is left unattended for any length

of time. A daily suggested check list might include:

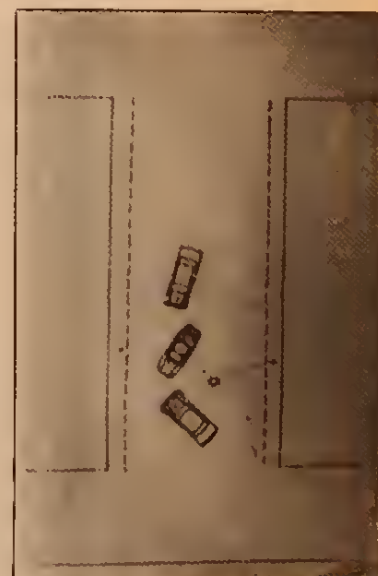
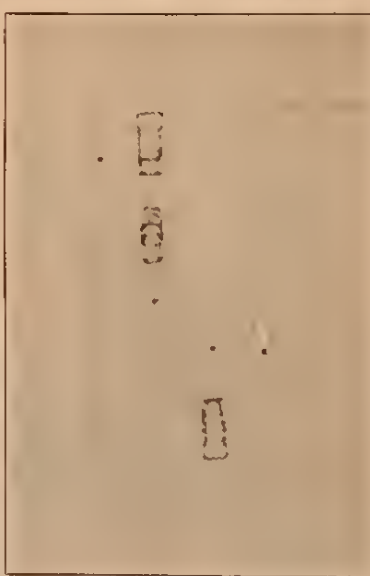
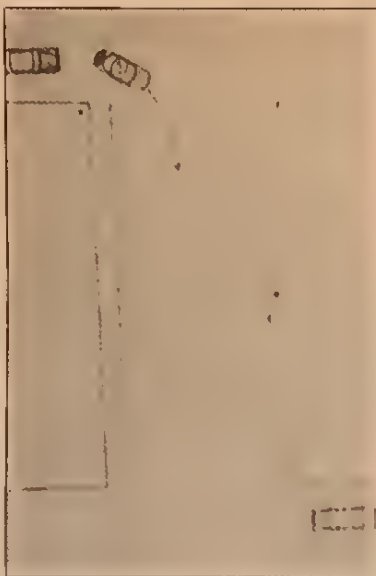
- ¶ Checking for unauthorized entry into the car;
- ¶ Checking hood and gas tank for evidence of entry;
- ¶ Checking exhaust pipe for blockage or explosives;
- ¶ Checking for any materials in the tire wells;
- ¶ Checking garage doors after locking up and the inside and outside of the garage doors before opening up;
- ¶ Checking to see if all systems or modifications are in proper working order;
- ¶ Thoroughly checking the vehicle, especially after it returns from being serviced or repaired.

A more intensive check list can include:

- ¶ Checking the car for any attached item like explosives, surveillance beepers and any other electronic item that is not supposed to be there;
- ¶ Checking tires for correct pressure and the rims for cracks.
- ¶ Checking all lighting and other normal car systems;
- ¶ Checking fuel levels to make sure that the gas tank is never less than half full. (In a stress situation, the faster the car moves, the more fuel it will consume.)
- ¶ Checking all wheel lugs to see that they are properly tightened;
- ¶ Checking all belts and hoses. (Spare can be carried as a precaution.)
- ¶ Examining communications equipment and weaponry to insure that they are in good working order and easily accessible;
- ¶ Checking the availability of emergency equipment such as additional independent lighting, first-aid kits, sand mats, shovels, fire extinguishers and flares.

Vehicle tactics

The ability to practice safe driving methods and detect surveillance is of far greater importance than the ability to ram through a roadblock or perform a perfect bootleg turn. Many things can be done to minimize the chance of an attack or reduce its severity, should it occur. The vehicle is a tremendously powerful weapon if it is used effectively. But before a driver goes into the specifics of defensive and offensive driving, he has to



A scenario from a kidnap that took place in Europe. (Left): A terrorist with a hand radio (dot) stands on a street corner as the VIP car starts its entry into the street, followed closely by a terrorist car. Another terrorist car idles at the other end of the street, while a woman pushing a baby carriage makes her way up the street. The terrorist with the radio informs the others of the VIP's progress. (Center): The terrorist with the radio moves into the street, as does the car idling at the corner. (Right): As the VIP car draws abreast of the woman, she pushes the baby carriage into its path. The driver of the VIP car swerves to avoid it and is rammed by the terrorists from behind. The other terrorist car rams into the front end, sandwiching the VIP car in between.

"In both [the Moro and Schleyer] cases, there was a total absence of defense. The general lack of preparedness ruled in favor of the terrorists."

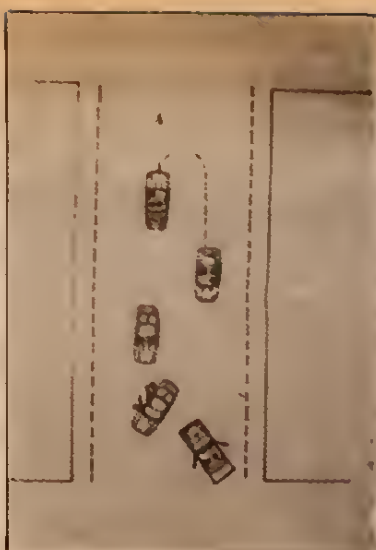
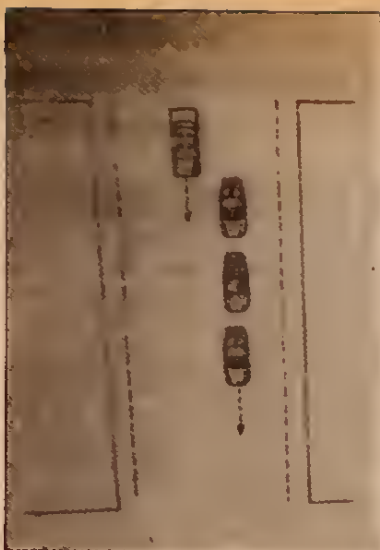
learn what his vehicle is capable of.

To do this he should be made to go through various maneuvers on a "skid pan" so that he can get used to the vehicle's characteristics. A skid pan is a black-topped area with oil on it to reduce the coefficient of friction. After continuous practice on a skid pan, a driver will come to know the feel of his vehicle. Weaving at 75 miles per hour in and out of cones placed at intervals of about 100 feet will give the driver a sense of the car's maneuvering capabilities. In this exercise braking should be done lightly for the purpose of stabilization. Quick steering action will be required as well as a light and even acceleration. Backing up at relatively high speed should also be practiced, though turning while backing up at high speed should be avoided as much as possible. Throughout this part of his training the driver should concentrate on achieving the stability and control of his vehicle. Other driving activities that can be practiced are the serpentine maneuver, evasive maneuver, controlled braking, skid control and off-road recovery. All these maneuvers can be practiced on a dry surface before the practice begins on the skid pan.

When the driver trainee is confident of normal driving, instruction should then begin in defensive, high-speed and offensive driving. Defensive driving is characterized by removing the vehicle from the scene of attack without confronting the terrorists, or can be described as a combination of techniques to detect, avoid and, if necessary, counter a potential terrorist attack. Offensive driving is the violent use of the vehicle against the attackers in order to get out of a trap and escape. In all the maneuvers it should be noted that it is a combination of a good driver and good car that will result in a good maneuver. A good car should react quickly and accurately to accelerating, braking and steering and a good driver should be able to carry out these actions easily.

High-Speed Driving. The kinetic energy of a vehicle quadruples when speed doubles and this surge of power can be terrifying unless effectively controlled. Further, the coefficient of friction between the road surface and tires decreases with the increase in speed, which will minimize the ability of the vehicle to remain effectively under control. Increased speed also reduces braking efficiency and has a tendency to limit the driver's arc of vision, producing what is called "tunnel vision."

Handling is the ability to stay in control while cornering or in any evasive maneuver. Every effort should be made to minimize the transfer of weight so that the vehicle will remain balanced and stable. Braking tends to lower the vehicle and, by extension, its center of gravity. Braking and the releasing of brakes should be done smoothly, particularly when the vehicle is travelling at high



An effective protection team at work. (Left): The first car carries two bodyguards, as does the third car. The second car carries the chauffeur along with another bodyguard who sits in back next to the VIP. The terrorist car, containing four would-be kidnappers, brings up the rear and moves to overtake the convoy. (Center): The terrorists overtake and block the VIP convoy. Seeing this the first car moves into position at an angle to block the terrorist car and the bodyguards get out on the far side and open suppressive fire. The third car moves into a new position to give the VIP car room to make a reverse J-turn and leave the area. (Right): As the VIP car leaves the area, the third car pulls up on the far side of the terrorists and the bodyguards then open offensive fire.

speeds. Trying to turn at too great a speed and improperly controlling weight transfer will make the vehicle spin out of control. If a vehicle is allowed to spin off its axis by more than 28°, recovery is impossible and the car will go out of control. When attempting to cover a great distance in a minimal amount of time, the speed at which the vehicle exits a turn is usually more important than the speed at which the vehicle actually negotiates the turn. The reason for this is that the faster the vehicle exits the curve, the less time and space it will take to attain maximum speed.

If emergency braking needs to be done at high speeds, threshold braking should be used. This technique involves applying braking pressure to the point just before the wheel stops rotating and begins to slide.

Emergency evasive maneuvers work better if the vehicle's maneuvering ability is used rather than its stopping ability. At 40 miles per hour or so, one cannot stop a vehicle within a distance of 40 feet, but the vehicle can be swerved into the next lane within the same 40 feet. If a collision with another vehicle cannot be avoided, one should strike the vehicle at either end so as to spin it. In the event of a tire blowout the foot should be kept away from the brake and after removing the foot from the accelerator and firmly holding the steering wheel, one should let the speed ease before maneuvering the vehicle to the side of the road.

Defensive Driving Techniques. These techniques cover three primary areas: avoidance, detection and the countering of an attack. Avoidance and detection are easy to understand and thus the emphasis here is more on countering an attack from a purely defensive point of view. Once a driver sees that an attack is about to begin he may utilize any one of a number of maneuvers, but the most common are the forward and reverse 180° turns. Normally an assassination or kidnapping is effected through the use of a roadblock, which forces the victim's vehicle to a halt. If the driver of a target vehicle notices a suspicious roadblock he can execute the usual turns like a quick stop, a fast reverse at an angle and finally a turn into the direction from which he came, or, if the road is wide enough, a full U-turn without reversing. But in an emergency situation on a narrow road the forward or reverse 180° turns may be employed. Both are precision turns and are carried out while the vehicle is in motion.

To execute a forward 180° maneuver

the vehicle should be put into neutral gear, turning at the same time very quickly and sharply to the left or right and at the same instant applying the emergency brakes very hard, which will cause the rear wheels to lock. In this type of maneuver the locked wheels tend to lead. Just a fraction of a second before applying the emergency brakes turn the steering wheel, which action will cause the vehicle to begin rotating and the rear wheel to assume a leading position much more quickly. At this point the driver should release the emergency brake and while placing the car in low gear should apply full throttle to prevent the engine from stalling. Once the driver has completed all these actions, the vehicle will have rotated a full 180° and will move in the direction from which it came. If properly and efficiently executed, such a turn will take not more than three to five seconds to complete.

To execute a reverse 180° turn, the driver must bring the car to a dead stop, put it into reverse gear and begin backing, accelerating all the time. When his speed reaches about 30 miles per hour in reverse, he should suddenly remove his foot from the accelerator and turn the steering wheel sharply. The vehicle will start to rotate and after it has rotated about 90° the driver should move into low gear and then should apply full

power.

It should be kept in mind that the reverse 180° turn requires less driver expertise and is less demanding on the vehicle than the forward turns. A great deal more can also go wrong in the forward 180° turn than in the reverse one.

If an attack comes on unexpectedly and a forward or reverse 180° turn cannot be executed and no other option is available but to confront and overcome the situation, then one has two options — to leave the road and drive around the roadblock or, if this is not possible, to ram through the roadblock. If gunmen are seen on either side of the roadblock, efforts should be made to get rid of the gunmen with the more dangerous weapons. When a vehicle blocking the road has to be forced out of the way it must be struck hard enough, yet not so hard as to disable the VIP car.

In ramming another car, one should first slow one's car down to make the nose of the car drop and also give the impression that one is about to stop. Shift to low gear without being noticed, then pick a ramming point so that your front fender hits the terrorist vehicle over a wheel. The rear wheel will most likely be the better one, but choose that end of the car that gives the most room for escape. Accelerate hard and keep the accelerator

Continued on Page 14

Chicago drops the other shoe and gets set to give scofflaws a boot in the wheels

The Chicago City Council recently approved an ordinance that would allow police to immobilize the cars of drivers who have 10 or more outstanding tickets, but enforcement of the new ordinance was delayed because the city has none of the so-called "Denver boots" needed.

The council approved the ordinance unanimously last month, after an amendment raised the number of tickets that would allow a car to be booted from five to 10. The council did not, however, appropriate money for the purchase of boots because one of the sponsoring members said the city had 35 boots on hand.

The new ordinance is aimed at scofflaws who continue to ignore parking violations after several tickets, and was to be used first in the city's nightclub district.

Scofflaws owe more than \$70 million in unpaid fines, according to Alderman Edward Burke, and the city expects to col-

lect about a third of that through the use of the boot, which immobilizes a car and cannot be removed except by police.

Under the new ordinance, Chicago scofflaws would be required to pay all outstanding tickets plus a \$35 fee before the boot would be removed. If the tickets are not paid within 72 hours, the car will be towed.

"Mere knowledge that scofflaws would face the boot in the city of Chicago would immediately generate massive compliance and massive payment of outstanding traffic fines," said Burke, chairman of the council's finance committee.

Use of the boot is expected to begin soon. A local charity, the Joyce Foundation, has voted to provide up to \$7,000 for the Denver boots, and the city has obtained price quotes ranging from \$60 to \$350 each.

Burke said he had believed the boots donated by the foundation were on hand when the council voted on the bill.

Holding the reins at NSA

An interview with Sheriff Richard Elrod, president of the National Sheriffs Association

When Richard J. Elrod was first elected sheriff of Cook County, Ill., in 1970, it seemed he had experience in almost every aspect of criminal justice, except law enforcement.

Elrod had worked as assistant corporation counsel for the City of Chicago for 12 years after receiving his law degree from Northwestern University in 1958, including five years as chief city prosecutor. He had also served as an Illinois state representative in the 1968-1970 session of the General Assembly.

But Elrod's credentials were hardly limited to the courtroom and legislature. As chief prosecutor for Chicago, he was on hand at all demonstrations and protests during the late 1960's, advising police as they made arrests. In fact, during the rioting in October of 1969 that later came to be known as the "Days of Rage," he was injured as he attempted to stop a suspect fleeing arrest, suffering a partially severed spine.

As sheriff of the country's second most populous county, Elrod has greatly expanded the training programs for Cook County police officers, court deputies and correctional officers. He has also overseen the construction and remodeling of corrections facilities, established a Youth Service Department, increased the staff in the sheriff's office and streamlined court-related services.

In 1976, Elrod was elected as a vice president of the National Sheriffs Association, and this year took over as president.

Elrod, 49, is known as a man who approaches his work with his thoughtfulness of a scholar, the commitment of a dedicated public servant and the same stubborn determination that allowed him to overcome a spinal injury that leaves 85 percent of its victims unable to work.

A bear of a man, whose quiet, studied manner almost seems surprising, Elrod is a strong advocate of training for law enforcement and corrections officers, close coordination between law enforcement agencies and strong community relations programs — all elements of what he calls "the professionalization of law enforcement."

In 1978, he received the Mayor Richard J. Daley Police Medal of Honor, one of Chicago's top police awards, and has also been named man of the year by organizations including the National Institute of Municipal Law Officers, the Chicago Patrolman's Association and Shaare Zedek Hospital of Jerusalem.

(This interview was conducted for Law Enforcement News by Linda Sanders.)

'Sure there are sheriffs that are the Andy Griffith type, there are sheriffs that are the John Wayne type. . . [or] the Buford Pusser type. But I do think the average sheriff is trained, qualified and is a professional.'

the electorate. The chief of police is accountable to one person and that's the mayor of the municipality, or the council president, or the local board of public safety or the police and fire board.

LEN: In light of that, do you think it takes a different sort of person to be a sheriff, a person who has different skills?

ELROD: Not necessarily. I think that a police chief and a sheriff should both be a qualified and competent professional person. Having said that, I would think that you can't be a good sheriff unless you're in office. You can be the best sheriff in the world and if you don't have that type of extroverted personality or gregariousness that you can meet the people and "press the flesh," so to speak, you can't be elected and if you're not elected, you can't be doing a good job. But I said before that a police chief, to be a good one, to be an effective one, has to bear in mind that a very integral part of his office should be that of public relations, public information. So really what I'm saying is that both should be relating to the grassroots, and that's the people.

Life in the political jungle

LEN: You touched upon several things I wanted to ask about in greater depth, and one of those was the political nature of an elected office. Many would believe that since sheriffs are more political animals they are more open to interference from political parties or partisan politics. Do you think that's true? Can a sheriff be manipulated more easily than a police chief?

ELROD: If you're talking about a political party being representative of the people, I think that it is good to be — you used the word manipulated, I use the word responsive — to the needs of the people and I think that a sheriff is someone that tries to be responsive to the needs of the people. That doesn't mean that if the people want to lynch somebody that the sheriff would say, "Okay, that's what the people want. Take the prisoners out of jail and lynch them." The sheriff takes an oath of office and that oath of office is to obey the constitution of the United States and that particular state in which they're elected and to follow the laws of that state and that jurisdiction. The responsiveness is necessary, the violations of moral precepts, codes of ethics and violation of laws is not what any person should do, any elected official or any appointed official. So I would say that the manipulateness can only be regarding to responsive to the will of the people, and I believe that's important. To say that any particular interest group can manipulate the sheriff, be it the local party, the Democratic Party or the Republican Party, they should not wield any more influence over an elected sheriff than they do over anyone else, because if they're truly reflecting the will of the people, I think a sheriff should be responsive to that.

LEN: You said that the stereotype of the sheriff as a political hack has given way to more professional sheriffs. But is there some truth to that stereotype of the sheriff, or has it changed completely?

ELROD: It's changing. To say that there is no truth when you're dealing with over 3,000 sheriffs in this country, sure there are sheriffs that are the Andy Grif-

LAW ENFORCEMENT NEWS: As the head of an agency with law enforcement responsibilities, what do you see as the principal ways in which the concerns of a sheriff differ from those of a municipal police chief?

ELROD: Being a sheriff in different jurisdictions entails different responsibilities. In some jurisdictions, some states, the sheriff is in charge of the county jail or any other lockup that exists in that particular geographical area. The sheriff in some jurisdictions has the responsibility of serving the courts in his jurisdictions, by that I mean both serving as far as civil process is concerned — serving summonses when lawsuits are filed, or warrants, whatever the jurisdiction may call it, posting motions such as writs of attachment, levies, evictions acts, real estate sales, foreclosures — and attending to the courts. By that I mean maintaining the bailiff functions, providing security and decorum in their respective courts. Some sheriffs have jurisdiction as far as law enforcement is concerned. Not all sheriffs do, but most do, and when they have that jurisdiction, there could be overlapping jurisdiction as far as other municipal police departments are concerned within the geographical boundaries of that particular county. Usually, where that occurs, where there is overlapping jurisdiction, the sheriff is usually the chief law enforcement officer of that particular county. That doesn't mean that he goes into each municipality and directly runs that law enforcement function. The municipal police departments within a county, even where a sheriff has law enforcement responsibilities, usually are autonomous and operate separately from the office of sheriff. The sheriff usually has jurisdiction over those areas that are unincorporated within a particular county because there are no municipal police departments that have that particular responsibility in that particular area. Some sheriffs have jurisdiction to maintain the county courthouse. That would be the janitorial functions for those courthouses, the window-washer, the switchboard operators — in many jurisdictions that is the responsibility of the sheriff. So just in saying what are the responsibilities and duties of the sheriff, it entails many diverse duties in a very multi-faceted office.

Having said that, to answer your question more particularly, many municipal police departments have diverse functions also. They have the duty of patrol, they have the duty of criminal investigations, they have the duty usually to dispatch vehicles, radio communications — although many municipal police departments work in conjunction with other law enforcement agencies as far as dispatch services are concerned. Extradition, fugitive warrants — these are functions of sheriffs

in many jurisdictions, they're functions of municipal police departments in many other jurisdictions and sometimes, there again, there is overlap of authority as to who has that responsibility. So the basic difference I can see is the jailing function that a sheriff has, the functions of direct services to a court in serving civil papers and in maintaining the security and decorum in those courthouses, would be a difference between what sheriffs do, other than law enforcement, as compared to municipal police departments.

Another aspect is that many sheriffs, in fact most sheriffs, are elected public officials. Having said that, I have to tell you that there are many sheriffs in jurisdictions throughout the country that are appointed by the county board of supervisors, appointed by the governor — in Hawaii, he's appointed by the governor; there's only one sheriff in Hawaii. But those that are elected, and as I say the vast majority are elected, there is perceived a separate function and that is maintaining the grassroots to your electorate, as any public elected official would tell you. That's where we differ from many police chiefs, although I do think that a municipal police chief, if he's going to be a successful one, must maintain community relations and public relations. He's going to have to participate with his local Kiwanis Club, his Rotary Clubs, his Lions Clubs, his Elks, the Holy Name Society, the Knights of Columbus. He's going to have to participate in these types of functions because that's how you get cooperative ventures with the public. But the sheriff, because he is an elected official, becomes more of a political animal, and I don't mean that as a pejorative comment. I don't mean he is a political hack. More and more in recent history, you will find that the sheriff is not the stereotyped political hack, but rather the sheriff is a very bona fide, competent and indeed professional person that is continually interested in serving the public to the best of his ability, and the fact that he has to stand for reelection, in some jurisdictions it's every two years and in some jurisdictions it's every four — the fact that he has to stand for election means he can not continually think of the public as being very gullible. They can see through those people that are doing the job effectively and efficiently and those that are in business for themselves. The public will and have thrown the bums out of office and retained the qualified person. I think that's an excellent procedure in our democracy, that we can submit ourselves for election every two years or every four years. You'll find that the tenure of the sheriff far exceeds the average tenure for a chief of police. One person said in Chicago, where I'm from, that the sheriff is accountable to all the people in his county,

e National Sheriffs Association

fifth type, there are sheriffs that are the John Wayne type, there are sheriffs that are the Buford Passer type. I hope there are sheriffs that are the Dick Elrod type. The question of taking a stereotype, whether it's a good stereotype or a bad stereotype, and saying that there are no people like that when you're dealing with 3,100 people, there are going to be people that fit within almost any category that you could set up. But I do think that the average sheriff is trained, qualified and is a professional. In some counties, the job differs. In a large urban county, the job would be different than a sheriff in a predominantly rural county. A sheriff in a rural county may wear casual dress, may wear Western dress and a sheriff in a large urban county may wear a three-piece suit, but you can't judge the person by the clothes that he wears, or she wears (we have female sheriffs also). I would say that if we had to set an image for a sheriff, the average sheriff has become a very professional, a quality type of individual. I think the people that elect that sheriff would not stand for someone who was not performing. It's said that good government is good politics. It's also said that good politics is good government. So if someone is performing well in the position to which they've been elected, the people will recognize that and they will re-elect that person. If someone is performing ineffectively, in a non-professional manner, the people will recognize that also. And I don't think that any person wants a non-qualified person, a buffoon-type person to be their sheriff.

LEN: Your own background, of course, would fly in the face of that stereotype. In what ways do you think your background as an attorney has been beneficial?

ELROD: As you know, I am a lawyer by profession. I served as the chief city prosecutor for the City of Chicago for five years. I was the liaison for the City of Chicago to the Chicago Police Department, a very large, metropolitan police department. That background was excellent to start my career as a sheriff. I've spent 13 years as a sheriff, and I would not say at this time that that in and of itself would qualify me to run again for reelection. The 13 years' experience that I've had, and at the end of this term it'll be 16 years, has been invaluable also. So in the tenure in office, you continue to benefit from matters that occur from life's experiences and your

experiences in the office which you're holding. I would say that the background that I have, both educationally, professionally and in the work that I have done helped me initially to become sheriff, but then you have to build on it from there.

LEN: Did you aspire to be sheriff when you were young?

ELROD: No, I did not think I would end up being sheriff. I've always aspired to be a public servant. I think that in and of itself is a very noble profession. I think the epitome of a public servant is one who can serve in the most beneficial way possible to the public. I feel that the sheriff's office is the type of office that you can work directly with people and achieve a sense of self-achievement by having done a good job. So although I didn't aspire particularly to the office of sheriff, I did aspire to be a public servant, and it's been very self-fulfilling on my part.

LEN: You mentioned the overlap between sheriff's offices and police departments, and you have worked closely with both. Do you think cooperation between police agencies and sheriff's departments is good generally?

ELROD: I think it's good. It can be better. For anyone to say something is good and it can't be better is saying that we've reached the apex of cooperation, and as long as you're dealing with individuals — a chief of police is a very important person in his municipality. The sheriff is also a very important person, and you may have a clash of personalities, you may have a conflict between the two, but I would say that throughout this country, the cooperation between law enforcement agencies is excellent, and yet there is a lot of room for improvement.

LEN: What about in your jurisdiction?

ELROD: In Cook County, there is an excellent relationship.

The jail dilemma

LEN: One of the most serious problems facing sheriffs is the overcrowding of jails. Do you think this problem is getting the serious attention it needs? Are the problems of overcrowding being handled adequately?

ELROD: It could never receive too much attention. You have at one end of the criminal justice spectrum the jailer. You can have excellent police work, you can have



excellent judges and people prosecuting all elements and disciplines within the criminal justice system, but the bottom line is corrections, either the state department of corrections or local jails. We have to, by court order, because these people are remanded to our custody, we have to accept these people. One of our dilemmas is that we do not have the authority to say no. We don't have the authority to say no to a judge who remands someone to our custody even though we have no room for that person. You can go into a lot of problem areas within jails: Do you have physical facilities that provide for adequate lighting, adequate ventilation, adequate visitation, adequate law library facilities, adequate social services, human services, adequate food? You can work all of those out to the nth degree, the epitome of perfection, but if you have overcrowding, it can take all those programs that you set up and just set them aside, because when you have 100 people sleeping on the floor or 10 people sleeping on the floor, when you're operating 100 percent over capacity, all these programs that I just gave you a litany of can just go by the wayside. You can't possibly have a classification system, you can't keep a jail clean if you've got people that are on the floor. You can't properly provide for food services or any of these other programs if you have this constant gnawing problem of too many people and not enough room.

Continued on Page 10



Chicago police, with an assist from then-city prosecutor Richard Elrod (left), arrest a Weatherman demonstrator during the "Days of Rage" protests in Chicago in October 1969.

Wide World Photos



Shortly thereafter, Elrod lies unconscious on a downtown street after having been attacked and kicked repeatedly by protesters. He suffered a broken neck as a result of the assault.

Wide World Photos

'People are willing to spend money for good, professional law enforcement and are willing to give their police officers modern tools to fight crime. . .but are they willing to spend money for the jail?

Continued from Page 9

Is it being adequately addressed? Unfortunately, people are willing to spend money, and we have a tax rebellion almost throughout this country, I think people are willing to spend money for good, professional law enforcement and are willing to give their police officers modern tools to fight crime, training of their officers, proper motor vehicles that can pursue other vehicles, that can make a traffic stop — all of these other things that are good for law enforcement that people are willing to spend money for. But are they willing to spend money for the jail? Because who's in the jail? People think, "Well, I'm not in jail. These are the dregs of our society." They forget that these people also have constitutional rights. Most of the people in county jails are pre-sentenced inmates who are by law presumed innocent until proven guilty. People don't recognize that and they say that these people are all convicts, they broke the law, why should they have a good place to live, to stay. They forget that the basic punishment is the deprivation of liberty. I'm not saying that any jail should be a country club. . .but I do say that you have to have basic minimum standards in providing for hygienic sanitary facilities, because people that are incarcerated have that as their constitutional right. So one of our problems is that people aren't willing to give the money to the jailers, the sheriffs, to build adequate facilities. The sheriffs want to have adequate facilities. It would make their job much easier.

LEN: What is the solution? Do you build new jails, do you go to selective incapacitation?

ELROD: The answer is not any one answer. The answer in some areas would be build more jails. The answer in some other areas may be to have a pretrial screening so that everybody who has committed a minor offense, a nonviolent crime like disorderly conduct or breach of the peace or a minor traffic violation is not necessarily incarcerated. I think there are many people in jails that shouldn't be in jails. I also feel that there are many people outside jail that should be in jail. So it's a Catch-22, a dilemma that exists at the present time. But to say that there is any one answer or any simplistic solution is oversimplifying a very complex problem. I would say all the possible answers should be considered, including building more jail space. I'm also including diversionary programs, pretrial release programs, release-on-recognition programs — these things all have to be considered.

Between a rock and a hard place

LEN: Many sheriffs have said that they feel caught between the public's demand for stiffer sentences and tougher enforcement and their reluctance to approve money to build more jails, since the sheriffs are asked to both make the additional arrests and deal with the overcrowding that results. Do you see that?

ELROD: That's a very prevalent dilemma that we who are a full-service type sheriff that's in law enforcement and also in jail are confronted with. I try to resolve that dilemma by saying that it's my job to enforce laws, it's my job to jail them. Where I feel that I need additional financial support in enforcement I try to go to the legislative body that sets my budget and say I need more financial support here. When I feel that I need more financial support for jail facilities and personnel, I go to the county board there. I try to set that as a basic dichotomy. We're all working within the criminal justice system, and if any one element of the criminal justice system falls down, it can hurt the whole system. One of the elements, of course, is the jail.

LEN: Do you think the diverse duties of a sheriff should be separated, as in jurisdictions where a separate corrections commissioner handles the jails?

ELROD: I see no reason why it shouldn't be done under one office. If you have separate offices, people that are elected to these separate offices, you have increased your administrative costs, your administrative overhead. You'd be setting up other bureaucratic layers and serving no function. I think that the sheriff historically has had these functions and has successfully carried out these functions throughout the history of the United States. I see no reason why the sheriff cannot continue to perform those functions.

LEN: Your jail in Cook County was accredited not too long ago. Why did you seek accreditation and why do you think it's important?

ELROD: We were accredited in January of 1982 by the



In this 1972 photograph, Sheriff Elrod (center) joins Cook County State's Attorney Edward Hanrahan (left) and Chicago Police Superintendent James Conlisk at a press conference to announce the arrest of eight persons for a series of nine murders that took place in four Illinois locations over a period of several months. Wide World Photos

Commission on Accreditation of the American Correctional Association. It's important because, number one, it requires the jailer — the sheriff — to do a self-assessment based on very objective standards, that are set forth by an outside agency. These are minimum standards that this outside agency, the American Correctional Association, felt after much deliberation were necessary in the proper performance of a jail, giving due consideration to the safety and the security requirements and to the conditions that the jail should be in. It was important that we do that self-assessment. It is also important that you have an outside agency looking at you and saying you are indeed performing up to these minimal standards. Thirdly, it's important from a public information viewpoint to be able to go to the public and say that, yes, we had a suicide yesterday, or yes, we did have an escape, yet we are not expected to run everything to perfection, we're expected to be in the 90th percentile or the 80th percentile and our accreditation covers that. Now, people are very easy to pick out certain things and blow them somewhat out of proportion and when you have this type of certification, you have this outside group of experts that have put their stamp of approval on the facilities that you have and the way that you're running them. I think it's important to come to your constituency, your electorate, and say, "Here's what we have and here's what we're recognized as having and we have been accredited by an outside agency that feels that we're doing it properly. So we're spending your tax dollars correctly, wisely."

LEN: What do you see on the horizon for sheriffs — what sort of challenges will they face by the year 2000?

ELROD: The year 2000 is 17 years from now. If we look back to 1966, which was 17 years ago, there really hasn't been that much change in law enforcement between the year 1966 and the year 1983. We've progressed because of technological changes. We have a more powerful gun — but not too much more powerful. We haven't gotten to nuclear weaponry yet, and I don't think we'll be at that point in the year 2000. There's probably more use in the year 1983 than in 1966 of helicopters, that type of ambulation from one area to another, and I foresee by the year 2000, 17 years from now, that there'll be even more use of that.

There'll be better utilization of electronic equipment in jail, where it won't be just the new jails that have an inmate tracking system that is computerized. That will be almost a necessity, that the movement of all inmates, from the recreation area to the dining area to court, will all be tracked through computers. That should be done, if not now, really by the year 2000. I can foresee changes in police management systems. There are some jurisdictions that are working on management systems called PIMS, police information management systems, where surely by the year 2000 they'll be able to set up a type of modus operandi for different individuals, be able to

identify those people in their community or even in other communities that fit into that type of MO, so that they can identify patterns of crime more readily and have the report process through the use of modern electronic and high-tech computer-type equipment. I can see this being mobile type of equipment, that each individual squad car can almost have the necessary equipment, with them getting into the microcomputers, that would be like a police headquarters in any particular squad car. The command post would be able to look on a map and determine where any particular vehicle is and be able to assign them, again, through the use of computers and be able to determine down-time and response time through the use of this type of electronic equipment; and back-up cars, where, when and at what time we'd use back-up cars. I can see the year 2000 to have much more effective strike capability in case of barricades or hostage negotiations, if negotiations fail where you have to release a possible hostage. I can see much more technology being used in that area. I can see the police officer, at least certain specialists within the police department or sheriff's department, being able to use psychiatry and psychology in these types of negotiations and barricade situations. This is happening now, but I think more and more people will have the type of training where they will be able to relate to these situations. I'm just talking off the top of my head.

LEN: But you think the changes will be mostly technological, rather than any substantive change in the way law enforcement is handled?

ELROD: Law enforcement is bound basically by people, because what a law enforcement officer can or cannot do is set forth by legislation. If these legislators take a swing toward the right, and the judiciary indicates that this swing to the right is in the parameters of our constitution, it's possible that people instead of being incarcerated will be shot and killed. I don't think that change will take place in 17 years. It's possible that there would be, and I don't know whether this would be going toward the future or looking toward the past, there could be public executions for purposes of deterrence. These things are possible; it's hard to foresee the people having that type of situation. The people are fed up with, as we were discussing before, the prison and jail overcrowding problem. Maybe they'd say, "Hey, these people are guilty. Why should we spend 10, 12, 13 thousand dollars a year to keep them there? They've committed a crime, let's kill them. This person has committed rape, let's castrate them." I would hope that that would not happen, but what I hope would happen is by the year 2000 we'll have speedier trials and speedier appellate processes where if someone is convicted the courts would speedily carry out the appellate process so we can execute the convictions and the orders in a speedy manner, such as they have in England.

CRIMINAL JUSTICE LIBRARY

We read and review:

Complicating the complex problem of heroin policy

The Hardest Drug: Heroin and Public Policy. By John Kaplan. Chicago: University of Chicago Press, 1983. 247 pp.

There is a reasonably famous old maxim which states that for every problem there is a simple and easy solution — and it is always wrong. Poul Anderson once developed a sort of corollary: "I have yet to see any problem, however complicated, which, when you looked at it in the right way, did not become still more complicated."

John Kaplan has taken on here the problem of heroin addiction in America, one fully worthy of these axioms. It is rather obvious that intensive law enforcement has not eradicated this problem, although it is not as obvious what the state of the problem would now be without that enforcement. In recent years, there have been extensive calls for the legalization of heroin, or at least clinics which would provide virtually free heroin, on the grounds that such moves would at least eliminate the crimes committed by addicts driven to obtain money by the artificially high price of heroin caused by law enforcement.

This, of course, brings us to yet another old saw: Every problem solved introduces a new unsolved problem. The task Kaplan takes on here is to explain all of the evidence we have as to the possible ramifications of any public policy change on heroin. While this book is arguably the best work available on the possible effects of public policy changes on heroin, such exhaustive investigation is also a



THE FIRST CUT IS THE DEEPEST: Mixing pure heroin with dextrose at a New York heroin factory.

Wide World Photos

weakness. While Kaplan, a Stanford law professor perhaps best known for his criminal justice casebook, takes great pains to avoid abstract jurisprudential terminology, his format requires an approach of this nature: "There are 53 good things that can happen from this change, and 67 bad things. Let's look at each in turn." One certainly has no trouble crying "uncle" when he finally decides we should not implement a given change.

The major problem, of course, is that

"the choices are difficult and none is very promising... if the heroin problem were an easy one, we probably would have solved it by now." Our previous efforts, however, have been often hampered by blind adherence to various myths about addicts. Kaplan takes the common-sense approach that addicts are human beings, who persist in taking drugs because they like it, but who can and often do give up that habit when they want to (but not often enough when we want them to).

After carefully examining a number of myths about the addict, some of which are encased in most books on the subject, he turns his attention and talents to the various costs of addiction, and the problems of enforcement efforts. He includes an excellent analysis of the implausibility of government policies aimed at curbing poppy growth or heroin production abroad.

Coming to the obvious conclusion that we are on a treadmill going nowhere fast, Kaplan then investigates the possibility of either legalizing heroin or providing clinics to pass out heroin to registered addicts. To summarize a complex analysis, he argues that while such efforts would improve the lives of addicts, future crime victims, and the criminal justice system, the social harm from a likely increase in addiction rates outweigh these advantages.

After coming to the conclusion that our present law enforcement policy diverts extensive and wasted effort on the user, and after examining various possibilities, including methadone maintenance, Kaplan finally reaches an argument in favor of a limited form of decriminalization. Just as Prohibition banned the sale of alcohol but not the use, he recommends that we ignore the mere use of heroin in our laws. Enforcement of smuggling and selling laws would remain a high priority. By adopting a modified medical model of addiction as sickness, he argues for coerced treatment (whether residential, outpatient or methadone maintenance) for those addicts who commit property crimes, as an alternative to incarceration. Prison would be retained as a threat to enforce compliance with treatment.

By this method, he argues, we would save enormous police effort and correctional monies; provide a system where a drop in property crime related to addiction could be expected, and avoid a situation where decreased cost or increased availability of heroin would encourage additional addiction. This "vice model" would then simply ignore those heroin users who manage not to engage in other criminal activities, which could be a large number of people, given the widespread occasional and part-time use of the drug.

While Kaplan certainly does not argue that his scheme is foolproof, or even sure to work, he argues that our current policies are wasteful, inefficient and of limited utility in controlling addiction. "In such a situation, the important thing to do is the best we can," he argues, which would be at least an experimental trial of his program in a limited area. Given the fact that much of the analysis is based on "best guess" supposition, beginning on a trial basis would be a fine idea. If nothing else, as Leslie Wilkins once remarked about prisons, "If you can't save souls, save money."

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Management by intuition:

Supervision as 'constrained risk control'

Controlling the Offender in the Community. By Todd R. Clear and Vincent O'Leary. Lexington, Mass.: D.C. Heath and Company, 1982. 189 pp.

Historically, community supervision agencies have maintained the objectives of protection of the community and rehabilitation of the offender. Further, to achieve these objectives these agencies have utilized control and offered services to the offender. However, since not all offenders require the same level of supervision or exhibit the same problems, most community officers have utilized a intuitive system of classification to establish various levels of supervision and treatment — determined primarily by the officer's perception of the offender's needs and potential for continued unlawful behavior.

It would seem reasonable to assume that without this type of caseload management, failures would increase and successes decrease. However, this untested, subjective, highly individualized approach does not provide the information necessary to distribute staff and resources in a logical manner. There is no question that it is safe to say that the criteria used in determining levels of supervision are as great as the officers' experience, education and philosophical approaches to the job.

Naturally, this debate can be expected to continue for many years. To add to the stew, Todd R. Clear and Vincent O'Leary have written an interesting book which should help to clarify the dilemma over the issues of controlling the offender in the community. The authors' note: "The principles, perspectives, and models elaborated in this book represent one step in the process of changing the criminal-justice system, one contribution to a trend toward more-effective and more-just government administered social control. We anticipate that our arguments and analyses will improve and be improved upon as our work in community supervision continues."

In addition, the authors recognize that the implementation of programs of social control not only requires paying close attention to the change process itself, but also that the "cognitive," or thought processes of each worker must be changed in relationship to their work with clients.

The book is divided into three parts, with the first three chapters establishing a basis for the two remaining parts. Chapter One goes into some problems encountered in community supervision, the change process, and three principles the authors consider essential in the change process: "controlling the net," "guaranteeing due process" and "sustaining the capacity for change." The sec-

ond chapter enters into a discussion on the rationale behind community supervision, the goals of criminal law and how community supervision programs can achieve those goals. In this chapter the authors set forth the proposition that the appropriate model for community supervision is what can be termed "constrained risk control." The authors then enter into a brief discussion on prediction error, prediction technology, consistency in risk control and the need for system flexibility. They argue for the introduction of principles that would affect the reliability and validity of risk control decisions so that they may be "systematically controlled and studied."

In the second part the authors develop their "systems" approach to community supervision and the manner in which an officer would use this logic to structure the work environment. This section includes such topics as: themes of supervision; bringing a system view to supervision routines; systems approaches and routines, and systematic case planning and administration. Chapter Five sets forth the main theme of the book as the authors present the objectives-based, case-diagnostic and planning method for controlling the offender within the community. The approach outlines four steps that are central to this method: "Risk

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On The Record

"Never lend books, for no one ever returns them, the only books I have in my library are books that other folk have lent me."

— Anatole France

IACP rolls into the Motor City

Continued from Page 1

president will be challenged. Madejczyk and Chief Ronald Drew of Faribault, Minn., have filed to run against Chief Thomas Sardino of Syracuse, N.Y. for the position of first vice president.

A three-way race for sixth vice president pits Vardell, who is seeking the seat for a third consecutive year, against Elisha Sturgill of Blue Ash, Ohio, and Charles Gruber of Quincy, Ill.

IACP members will also vote on whether to increase membership dues from \$35 to \$50 and whether to allow all past presidents of the organization to become permanent members of the executive board.

Both factions back the dues increase,

which has failed at past conventions, but the Midwestern group opposes the addition of past presidents to the executive board.

The topics of workshops to be offered during the meeting range from the illegal alien problem, police and fire consolidations and the use of drunken-driving checkpoints to a 50-year update on the Lindbergh kidnapping.

Seminars on the "Oasis Technique," an urban renewal tactic used in Fort Lauderdale, Fla., will explain how one neighborhood was transformed from a crime-ridden, high-poverty area into a viable community over a seven-year period of cooperative effort by police, housing and other government resources

and private citizens.

Outgoing president Callahan, who retired as chief in Fort Lauderdale this year, called the program "a slumbuster."

"The police and concerned citizens formed an unbeatable alliance," Callahan said.

Coming up in Law Enforcement News:

Getting the most out of a performance appraisal system

Public gains access to LAPD files

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to destroy all outdated files.

Since the new freedom-of-information law went into effect, the police department has received about four requests a day for access, according to a department spokesman. Among those filing requests was City Councilman Zev Yaroslavsky, whose activities were allegedly monitored by the intelligence unit and who wrote the new law.

The law permits the department to refuse requests to see a file if the request violates another person's right to privacy, endangers the right to a fair trial, discloses confidential sources or security plans or if disclosure would jeopardize "public interest served by not making the record public."

Citizens can appeal the department's decision to the police commission or to the courts.

Risk control and community supervision

Continued from Page 11

classification"; "analysis of key forces"; "specification of objectives," and "specification of resources." A unique element is the modification of specific objectives techniques so that officers can state behavioral outcomes for an offender that make visible the level of supervision and the extent of intrusiveness of that supervision.

Part Three, "Management of Risk Control," deals with the methods utilized to implement the system that has been designed. Change, as viewed by the authors, must be "organic-change" in which the employees are actually involved in the entire change process. Three elements are to be considered fundamental to the change process, the authors contend: managerial support must be visibly present; premature solutions must be avoided, and trust is crucial. With the implementation of change of this nature, feedback naturally will play an important role in the success of the project.

The book is eminently readable, useful and practical, and raises the important issue of whether a "risk-control" system of objectives should be utilized within a community supervision framework. As one who has implemented and directed a risk/need control system, this reviewer can certainly agree with what the authors are proposing. Although risk-control is not a new idea, Clear and O'Leary have basically introduced a system that differs from present classification systems in two ways. First, the authors provide a sound basic structure that can eliminate the present fragmentation within the system, and second, the change process is actually oriented toward changing the manner in which officers do their work by involving them in the design and implementation of the model. Any professional who works within the arena of offender supervision would certainly benefit from reading this book, and as such, it stands as a positive contribution to the professional literature.

DAVID L. RATHBONE
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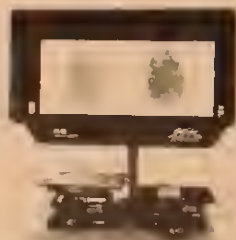
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Supreme Court Briefs: Muddying the waters of police interrogation

Continued from Page 5

decision in *Edwards v. Arizona*, 451 U.S. 477. In *Edwards*, the Supreme Court set forth a landmark, but subsequently misinterpreted rule that an accused, "having expressed his desire to deal with the police through counsel, is not subject to further interrogation by authorities until counsel has been made available to him, unless the accused himself initiates further communication, exchanges, or conversations with the police."

What the Court unwisely left for the lower courts to work out is what words or acts on the part of the person in custody constitute the initiation of further communication. Justices Rehnquist, White, O'Connor and the Chief Justice thought that on the facts in this case, the *Edwards* rule had not been violated. However, these four Justices articulated that the *Edwards* rule must be read under "the totality of the circumstances including the necessary fact that the accused, not the police, reopened the dialogue with the authorities."

Writing separately, Justice Powell concurred in the judgment of his four colleagues, but worried that the Court should not establish the "totality of circumstances" test as a separate step in the analysis of the problem.

In dissent, Justices Marshall, Brennan, Blackmun and Stevens read the *Edwards* rule to require that for there to be a valid initiation of communication with police, the accused must have the intent to discuss the "subject matter of the criminal investigation." Whether the accused was attempting to initiate dialogue, the dissenters noted, must be judged by a test of the totality of circumstances.

While the Court came away from this case badly divided on the question of whether the accused initiated conversation with the police, there is much to be learned from this case for the police officer faced with a prisoner who has invoked *Miranda*. For openers, it seems clear that once *Miranda* has been invoked and the accused has requested an attorney, under no circumstances should a police officer initiate a conversation with the accused. It also seems clear that if the accused asks for a drink, to be allowed to make a telephone call or to use the toilet, such requests are not intended to serve as a jumping-off point for a police officer to reopen questioning of the accused on the suspected offense.

In addition, as a practical matter, when a suspect attempts to engage an officer in conversation, whether or not it relates directly to the subject matter of the investigation, the officer would be well advised to inform the accused that since *Miranda* has been invoked it is not appropriate to engage in conversation unless the accused understands that he will be waiving his *Miranda* rights. Also the police officer should attempt to make an on-the-spot determination of whether the accused is acting voluntarily, within the context of the totality of circumstances. If the police officer is in doubt as to the voluntariness of the accused's initiating statement, that officer should contact the department's legal adviser or await the arrival of defense counsel before reinitiating any questioning.

In the Supreme Court's view, it is far better in such a gray situation to delay questioning until defense counsel is present, rather than risk jeopardizing the entire case by a defense motion to preclude a confession because of the failure of

police to exercise patience. (*Oregon v. Bradshaw*, No. 81-1857, decision announced June 23, 1983.)

Civil Rights Liability

In a unanimous decision delivered by Justice Marshall, the Court announced that a conviction does not preclude one from bringing an action under 42 U.S.C. §1983 against police officers who allegedly violated the convict's Fourth Amendment rights.

The case arose on September 7, 1977, when a detective in the Arlington County, Va., Police Department responded to a radio call directing him to the defendant's home. Upon arrival at the scene, the detective found that the defendant had been arrested by two uniform officers on a charge of possession of a controlled substance. The detective observed various chemicals, including phenylcyclidine, in the apartment. At a later undisclosed time a search warrant was obtained for the apartment. Pursuant to the warrant, the detective and another investigator searched the apartment and seized "devices and chemicals used to manufacture phenylcyclidine, receipts for such chemicals, a paper containing a formula for making phenylcyclidine, and two buckets containing traces of the substance."

On April 27, 1978, the defendant negotiated a plea agreement and pleaded guilty to one count of manufacturing phenylcyclidine. Before the judge accepted the plea the detective was called to testify as to the above facts. Following the detective's testimony the judge accepted the guilty plea as having been voluntarily made. On June 23, the court refused the defendant's motion to withdraw his plea and sentenced him to 25 years in prison.

On January 23, 1979, the defendant brought an action under 42 U.S.C. §1983 against various members of the Arlington County Police Department, alleging that the officers had unlawfully searched the apartment before obtaining the search warrant. The action also alleged that the officers had exceeded the scope of the warrant in executing the search.

After the action made its way through the Federal courts, the Supreme Court ultimately determined that a plea of guilty does not have any effect on the right of a person to bring an §1983 action, where the underlying questions of fact had not been addressed by the state court. In reaching its unanimous conclusion, the Court stressed the fact that the defendant "did not waive his Fourth Amendment claims by pleading guilty in state court."

Of relevance to police beyond the ruling in this case is the very clear message that the Court is sending out. That message says that regardless of what the defendant may be doing, police officers do not have grounds to act in violation of the constitution. To drive home the message, the Supreme Court warned in this case that if a police officer should be tempted to cut a corner or bend the rules to make a conviction more likely, that officer should realize that he is subjecting himself to possible future litigation and perhaps a damage award under the Civil Rights statute.

The 9-to-0 decision in this case further suggests that the Supreme Court will be unsympathetic to any police officer who knowingly skirts or violates the dictates of the constitution. (*Haring v. Proise*, No. 81-2169, decision announced June 13, 1983.)



BURDEN'S BEAT

By ORDWAY P. BURDEN

Private funding sources seen ready to help spin policing's training wheels

During the last two decades, an art has been developing that seems likely to have increasing application in police service. It's called grantsmanship — the art of finding and extracting grants and gifts from the private or public sector.

Police administrators faced with training needs or other special projects that can't be met because of tight budgets would do well to learn the art of grantsmanship. There's money out there if you know where and how to look for it. Not piles of money, maybe, but enough to make the difference between a mediocre hold-the-line police agency and one that is constantly striving to upgrade its services.

Most police administrators are strangers to grantsmanship because they haven't had to look beyond their normal governmental sources for funds. But now, with most municipal and state budgets in dire straits, it's not easy for police departments to get an extra appropriation for training or other special needs. To help police administrators find such funds in the private sector, there's a new booklet published by the Criminal Justice Center of the John Jay College of Criminal Justice in New York. This 32-page primer in grantsmanship, called "Private Funding for Police Training," takes a straightforward, nuts-and-bolts approach. There's no rhetoric, no jargon, no footnotes, no other impediments normally associated with scholarship — just useful advice in "Step 1, Step 2, Step 3" form.

In a nutshell, the booklet advises: Do your homework. Learn all you can about the possible sources of funds for your department's needs. Should you approach a bank in your community? A local corporation? A foundation? Maybe a service club like the Rotary? Have you calculated the amount you'll need, and can you justify it? What's in it for the corporation, foundation or organization you're asking for funds? What do you expect to achieve through the project you're asking them to fund?

Broadly speaking, there are only three types of private-sector sources of funds — corporations, foundations of all types, and community-based service groups. Let's suppose you're the police chief of a medium-sized city and you're not happy with the department's investigation of a recent string of armed robberies. There's a training course for investigators coming up in three months at the state capital, and you think it would be a good idea to send three or four detectives, but there's no money for it in your budget. Where do you go?

How about a corporation with a local branch or plant in your city? It could be a good bet. Most corporations want to be good citizens, and they obviously benefit if the community is well policed. Besides, there's a public relations bonus for them if it's announced that they're making a grant to the local police. Would such a gift from the corporation compromise the police? Well, there's an anecdote in "Private Funding for Police Training" that answers that question. It seems that the vice president of a large bank was at a party where he heard the local police chief complaining that he wasn't able to send officers to a particularly good management training program because there was no money for it in his budget. Why, asked the banker, didn't you come to us for a donation? The chief replied that he was afraid that if he got money from the bank, its officers would try to influence his decision in any future situations involving the bank. "You mean to tell me," said the banker, "that I can buy the whole damned police department for a few thousand bucks?"

The moral: If you can show how a corporation will benefit, in its role as a community organization, from a gift to the police, don't worry about feeling obligated. But be ready, when you ask for the funds, to show how your project will aid the community and thus, indirectly at least, the corporation.

Foundations are also a possible source of funds for our hypothetical police chief, but he'd better be prepared to do some research to find the most likely candidates. There are hundreds of foundations, some of which would no more fund police training than they would pour money into researching the sex life of the aardvark. The booklet explains where to go to find out which foundations may consider a police proposal. An appendix lists libraries in each state that have reference collections of The Foundation Center, the most comprehensive source of information about foundations and their policies for giving.

In general, foundations don't look with favor on proposals for routine training. "Police chiefs should not expect foundations to fill holes in basic programs such as training of line officers, caused by cuts in public funding," said David M. Nee, executive director of the Florence V. Burden Foundation. "Most foundations will consider more carefully a grant which appears to be an investment for a limited time in a program which will have immediate impact on people's lives," he said. The Burden Foundation frequently makes grants in the criminal justice field.

Assuming that our chief needs a relatively small amount of money to send his detectives to a training program — say, \$500 — his best source might be local service groups like the Rotary, Lions, Kiwanis or Chamber of Commerce. If his request is beyond the means of one of them, two or three might share the cost.

For each of the three funding sources — corporations, foundations and service clubs — the booklet tells whom to approach, how to make the approach, how to write a proposal and covering letter, and how to follow through on your request. It's clear, concise and business-like, just as a police administrator should be when he's searching for funds.

To get a copy of "Private Funding for Police Training," write: Criminal Justice Center, John Jay College of Criminal Justice, 444 West 56th St., New York, N.Y. 10019. There is a charge of \$3.00 per copy.

(Ordway P. Burden welcomes correspondence to his office at 651 Colonial Blvd., Westwood P.O., Washington Twp., NJ 07675.)

On The Record:

"Courtroom: A place where Jesus Christ and Judas Iscariot would be equals, with the betting odds in favor of Judas."

— H. L. Mencken

JOBS

Jail Administrator. Chatham County (Savannah), Ga., to fill the unclassified position of jail administrator to run a department of 115 employees, operating on a budget of approximately \$2 million. The five-year old jail facility was built to house an average population of 380.

Applicants should have a combination of training and experience equivalent to graduation from college with major coursework in administration, behavioral sciences or a related field and five years experience in criminal justice, with three years in an administrative or supervisory capacity. Applications will be evaluated by a screening committee with the top three candidates being referred to the Chatham County Superior Court Sheriff for selection.

The position provides an excellent benefits package including pension plan and group life and health insurance programs.

Candidates should send resume, transcript, salary history and requirements to: Chatham County Personnel, P.O. Box 8072, Savannah, GA 31412. Deadline for applications is October 15, 1983.

Criminal Justice Faculty. The Department of Criminal Justice at Jersey City State College is seeking to fill a tenure-track vacancy at the assistant professor level, starting in January 1984.

Applicants should have a Ph.D. in criminal justice, along with practitioner experience in the criminal justice field.

To apply, send resume to: John J. Kennedy, Chairman, Department of Criminal Justice, Jersey City State College, 2039 Kennedy Blvd., Jersey City, NJ 07305. Deadline for applications is November 18, 1983.

Highway Patrol Troopers. The Florida Highway Patrol is conducting an ongoing recruitment campaign to recruit quality individuals for some 200 trooper positions.

Applicants must be at least 19 years of age and possess a high-school diploma or GED. In addition, ap-

plicants must meet at least one of the following requirements:

¶ Have at least two years of law enforcement experience after high school graduation;

¶ Have two years of active and continuous military service;

¶ Have three years of full-time work experience after high school;

¶ Completed at least 60 semester hours at a college or university.

Applicants must also have clean driving records.

Starting salary for troopers is \$13,968 per year. Starting salary is \$16,975 per year for troopers assigned to Broward, Dade, Palm Beach and Monroe Counties, to compensate for higher living expenses there.

For more information, contact any local Highway Patrol barracks or write to Florida Highway Patrol, 2900 Apalache Parkway, Tallahassee, FL 32301. Telephone: (904) 488-6517.

Police Officers. The Pasadena, Calif., Police Department is accepting applications on a continuous basis for the position of police officer.

Candidates must be at least 21 years old, with vision no worse than 20/70 correctable to 20/30 and weight proportionate to height. Applicants must also possess a high-school diploma or GED, and must successfully meet California Minimum Training Standards. Screening includes written test, psychological and polygraph exams, medical exam and physical agility test, background investigation and oral interview.

Salary is \$2147-\$2436 per month after three years. Officers with associate degrees receive \$2212-\$2501; with bachelor's degrees, \$2255.33-\$2544.33. Lateral entry is available at the rank of police officer.

For more information or applications, contact: Lieut. Gary Bennett, Pasadena Police Department, 142 N. Arroyo Parkway, Pasadena, CA 91103. Telephone (213) 577-4575.

Police Officers. The City of Richmond, Va., is conduc-

ting testing on a weekly basis for the position of police officer, to bolster a department of 543 officers in 13 specialized divisions, serving a population of 250,000 in a 63-square-mile area.

Applicants must be at least 21 years old, with height and weight proportionate. Vision must be at least 20/50 uncorrected, correctable to 20/20. Two years of college are desirable, although candidates with a high school diploma or the equivalent will be considered.

Entry-level salary is \$16,536 annually, with an additional \$300 per year for officers with associate's degrees, and \$600 per year for those with bachelor's degrees. Benefits include a college tuition reimbursement program, 11½ paid holidays per year, three to four weeks paid vacation depending on longevity, health, life and dental insurance plans, one day of sick leave per month and a noncontributory retirement program.

To apply or obtain additional information, contact: Department of Personnel, City of Richmond, 900 East Broad Street, Room 101, Richmond, VA 23219. Telephone: (804) 780-8733, 34.

Dean, College of Urban and Public Affairs. The University of Louisville, a public institution with approximately 20,000 students and 1,000 faculty, invites applications for the position of dean of its College of Urban and Public Affairs. The college includes programs in such areas as social work, justice administration, urban research and development, community development and systems science.

The responsibilities of the position include providing strong leadership to the faculty in improvement of instruction and scholarship, promoting cohesion among the various components of the college, developing and enhancing community relations, developing and managing the budget, coordinating services, personnel and planning functions. The dean reports to the university provost.

Qualifications for this tenure-track position include: an earned doctorate in an appropriate field; scholarly achievements that merit tenure and professorial rank, experience in administration with a demonstrated competence in planning, budgeting and personnel management, and a demonstrated ability to communicate well, both orally and in writing. Interdisciplinary experience and a commitment to high-quality education are required. Salary will be commensurate with education and experience.

To apply, send a current resume to: Dr. Mary Ella Robertson, Chairman, Search Committee for Dean, College of Urban and Public Affairs, Kent School, Oppenheimer Hall, University of Louisville, Louisville, KY 40292. All applications must be postmarked by November 15, 1983.

Countering the terrorist threat on the roads

Continued from Page 7

fully depressed while ramming through and depressed even after the breakthrough has been achieved. Once past the roadblock, try to break visual contact as quickly as possible, even if your car is damaged. Then get as quickly as possible to a safe haven.

Vehicle protection

Armoring a car is a science in and of itself. Adding un-necessary armor will burden the suspension and other delicate mechanisms and also have a negative effect on the vehicle's mobility. Not fixing enough of the appropriate armor will result in the risk of bullet penetration.

Passive protection usually begins with the encapsulation of the passenger compartment with fiber and polycarbonate composites. Door panels and armored shields are installed. Angled plates are placed behind the rear compartment seats for bullet deflection. Roofs are reinforced against grenade fragments and oblique fire and armor is added under the floorboards to withstand land-mine explosions. Bulletproof glass can also be installed.

The minimum level to which a car should be armored would be to stop 30-06 or 7.62mm rounds. Technological ad-

vances have done much to protect the vehicle better but with lighter material than was used previously. Depending upon the customer and the need for protection, various combinations of fiberglass, ceramic armor, metal alloys, and soft armor are being used. There are also combinations of soda lime glass, silicone bonding layers, opaque armor, Lexan and other plastics. But again, all of them have limitations, depending upon the threat level of the situation and the protection level required. Certain companies also cut the steel plating in such a way that the armor overlaps, thereby eliminating weak areas where the steel plates are joined. The latest wrinkle is the armoring of the vehicle with a clear plastic cube of 1½-inch-thick General Electric Lexguard Laminate — technically called the Ballistic Cube 2000 — which is reasonably bulletproof. Other companies use the lightweight ballistic armor, which is as effective as the heavier tungsten steel plates originally used.

With modern technology bulletproof glass or transparent armor has become lighter, thinner and better. There are special plastic templates being made which are then laminated with a polycarbonate lining to prevent fragmentation

of the glass if it is struck by a bullet.

The mounting of the glass is an important factor. Here again overlapping is necessary as no one can tell when a bullet will strike the joining area. It would be better that all doors are framed with chrome steel over the windows, as it offers greater ballistic protection. One must keep in mind that heavy armored glass in a vehicle with a high center of gravity may cause the vehicle to turn over when taking a curve at high speed. The additional weight will have to be compensated for when carrying out any sort of maneuver.

Gas tanks are also vulnerable and some companies fill the inside of the tank with foam. Thus, if the tank is punctured the gas will leak out but won't catch fire and the tank will start to seal itself immediately. A gas tanks can also be fitted with special materials that will quench the flames if it does catch fire and will retard explosions. Some go even further to make the fuel tanks totally explosion-proof. Other companies strip the gas tank and fill it with expanded aluminum foil which holds the gasoline in a multitude of tiny cells so that if it does catch fire, it will burn but not explode.

Tires range from a special bullet-

resistant steel-belted and sidewall radial for high-speed driving to a roll-flat insert that will allow the car to be safely steered at speeds of up to 50 miles per hour even if the tires are bullet-riddled. Others use a special plastic liner that absorbs the shock very well and defrays the round. Tires basically should be protected with inserts that would give the vehicle a fast getaway capability for long distances.

Tires are also one of the most critical factors in a car when the car moves, stops or turns. Hence tires have to be designed so that a certain coefficient of friction is maintained between the car and road. Armoring influences this coefficient and adds weight to the tires that can ruin them, although certain modifications can avoid part of this problem. Tires have to be checked regularly for uneven wear and other forms of damage.

The list of options for both security and luxury can go on and on. It all depends on the threat level and how much the individual or company is willing to spend. Adopting a "wait-and-see" attitude is at best foolish, and at worst fatal. Hence in the long run an emphasis on "prevention" is infinitely better than an emphasis on "cure."

UPCOMING EVENTS

OCTOBER

17-19. **Covert Operations: Decoy, Sting, Undercover.** Presented by the Criminal Justice Center of John Jay College of Criminal Justice. Fee: \$175.

17-21. **Surveillance Operations.** Presented by the National Intelligence Academy. Tuition: \$595.

17-21. **Analytical Investigation Methods.** Presented by ANACAPA Training Courses. Sponsored by Virginia State Police. To be held in Richmond, Va. Fee: \$395.

17-22. **Police Motorcycle Rider.** Presented by the Institute of Police Traffic Management. Fee: \$575.

17-28. **Police Instructor Training.** Presented by the Institute of Police Traffic Management. Fee: \$425.

17-28. **Police Motorcycle Instructor Course.** Presented by the Institute of Police Traffic Management. Fee: \$1,000.

17-28. **Law Enforcement Supervision.** Presented by the Criminal Justice Training Center. Fee: \$261.

17-November 11. **36th School of Police**

Supervision. Presented by the Southwestern Legal Foundation.

18-21. **Recovery of Human Skeletal Remains.** Presented by the Georgia Police Academy.

19-21. **Police Media Relations.** Presented by the Institute of Police Traffic Management. Fee: \$250.

19-21. **Police Performance Evaluation and Appraisal.** Presented by the Traffic Institute. Fee: \$330.

20-21. **Street Survival.** Presented by Calibre Press. To be held in Buffalo, N.Y. Fee: \$60.

21-28. **Crime Prevention.** Presented by the Georgia Police Academy.

24-28. **Surveillance Optics.** Presented by the National Intelligence Academy. Fee: \$645.

24-November 4. **Police Supervision.** Presented by the Institute of Police Traffic Management. Fee: \$425.

24-November 4. **Traffic Homicide Investigation.** Presented by the Institute of Police Traffic Management. Fee: \$425.

24-November 4. **Criminal Intelligence Analysis.** Sponsored by the Virginia State Police. Conducted by ANACAPA Sciences, Inc. To be held in Richmond, VA. Fee: \$695.

24-28. **Crime Prevention.** Presented by the Georgia Police Academy.

30-November 5. **Providing Protective Services (VIP Protection).** Presented by Richard W. Kobetz & Assoc., Ltd. To be held in Winchester, Virginia. Fee: \$1,895.

31-November 1. **Managing An Investigative Unit.** Presented by the Criminal Justice Center of John Jay College of Criminal Justice.

31-November 4. **Advanced Jail Operations.** Presented by the Georgia Police Academy.

31-November 4. **Field Training Officer Orientation.** Presented by the Criminal Justice Training Center.

31-November 4. **Child Abuse.** Presented by the Delinquency Control Institute. Fee: \$147.

31-November 4. **Police Traffic Radar Instructor.** Presented by the Institute of Police Traffic Management. Fee: \$295.

21-23. **Traffic Law.** Presented by the Georgia Police Academy.

22-23. **Evidence Presentation.** Presented by the Georgia Police Academy.

28-30. **Major Case Investigation Burglary-Robbery.** Presented by the Criminal Justice Center of John Jay College. Fee: \$175.

28-30. **Managing the Criminal Investigation.** Presented by the University of Delaware in cooperation with the Wilmington Department of Police. Fee: \$275.

28-December 1. **Vice Crime Investigation and Control.** Co-sponsored by the Northern Virginia Community College and the Northern Virginia Criminal Justice Academy. To be held in Fairfax, Va. Fee: \$40.50 residents, \$174 non-residents.

28-December 2. **Crisis Intelligence Collection.** Presented by the National Intelligence Academy. No fee.

28-December 2. **Sex Crimes.** Presented by the Georgia Police Academy.

28-December 2. **Crime Scene Technician.** Presented by the Georgia Police Academy.

28-December 2. **Advanced Patrol Techniques.** Presented by the Georgia Police Academy.

28-December 9. **Traffic Homicide Investigation.** Presented by the Institute of Police Traffic Management. Fee: \$425.

29-December 1. **Child Sexual Abuse: Community Prevention and Treatment Workshop.** To be held in North Brunswick, N.J. Co-sponsored by the Region II Resource Center on Children and Youth.

Directory of Training Sources

Academy of Security Educators and Trainers Inc., Community College of Baltimore, Room 315, Lombard St. at Market Pl., Baltimore, MD 21202

American University and Battelle Memorial Institute, 4400 Massachusetts Ave., N.W., Washington, DC 20016

Americans for Effective Law Enforcement Inc., 501 Grandview Dr. #209, So. San Francisco, CA 94080. Tel: (415) 877-0731

ANACAPA Sciences Inc., Law Enforcement Programs, Drawer Q, Santa Barbara, CA 93102

Anderson Publishing Co., 646 Main Street, P.O. Box 1576, Cincinnati, Ohio 45201

Associated Public Safety Communications Officers Inc., The Pennsylvania State University, S-159 Human Development Bldg., University Park, PA 16802

Calibre Press, 666 Dundee Rd., Suite 1607, Northbrook, IL 60062

California Gang Investigators Assn., P.O. Box 54182, Los Angeles, CA 90054. Tel: (213) 847-8687.

Criminal Justice Center, Sam Houston State University, Huntsville, TX 77341.

Criminal Justice Training and Education Center/Criminal Justice Coordinating Council, 945 S. Detroit, Toledo, OH 43614

Colorado State University, Fort Collins, CO 80522

Florida Institute for Law Enforcement, P.O. Box 13489, St. Petersburg, FL 33733

Delinquency Control Institute, Tyler Bldg., University of Southern California, 3601 S. Flower St., Los Angeles, CA 90089. Tel: (213) 743-2497

Florida Law Enforcement Academy/Organized Crime Institute, 400 W. Robinson St., Suite 201, Orlando, FL 32801

Forensic Communication Associates, P.O. Box 12323, University Station, Gainesville, FL 32604.

Forensic Mental Health Associates, 3 Ireland Rd., Newtown Center, MA 02159. Tel: (617) 332-0228

Georgia Police Academy, 959 E. Confederate Ave., P.O. Box 1456, Atlanta, GA 30371. Tel: (404) 656-6105

Humber College of Applied Arts, 205 Humber College Blvd., Ontario, Canada M9W5L7. Tel: (416) 675-3111 ext. 394

Institute of Police Traffic Management, University of North Florida, 4567 St. Johns Bluff Rd. So., Jackson-

ville, FL 32216

Institute on Drugs, Crime and Justice, The American University, Washington, DC 20016. Tel: (202) 686-2405

International Assn. of Chiefs of Police, 13 Firstfield Rd., Gaithersburg, MD 20878. Tel: (800) 638-4085.

International Assn. of Auto Theft Investigators, Executive Offices, 12416 Feldon St., Wheaton, MD 20906. Tel: (301) 946-4114

International Assn. of Bomb Technicians and Investigators, P.O. Box 6609, Colorado Springs, CO 80904

International Juvenile Officers Assn. Inc., P.O. Box 29952, St. Louis, MO 63129. Tel: (314) 894-7663.

International Assn. of Campus Law Enforcement Administrators, James L. McGovern, Executive Director, P.O. Box 98127, Atlanta, GA 30359

International Society of Crime Prevention Practitioners, Inc. 1300 Beaubien, Detroit, MI 48226.

John Jay College of Criminal Justice, Criminal Justice Center, 444 West 56th Street, New York, NY 10019. Tel: (212) 247-1600

Koga Institute, 2210 Wilshire Blvd., Santa Monica, CA 90403. Tel: (213) 373-3343.

Institute for Court Management, 1624 Market St., Suite 210, Denver CO 80202. Telephone: (303) 534-3063.

Massachusetts Criminal Justice Training Council, 1 Ashburton Pl., Room 1310, Boston, MA 02108

McCabe Associates, 564 Broadway, Bayonne, NJ 07002. Telephone: (201) 437-0026.

National Assn. of Blacks in Criminal Justice, 1983 National Conference Committee, P.O. Box 1117, Atlanta, GA 30301. Tel: (404) 758-2201

National Assn. of Chiefs of Police, Los Angeles Lodge 8, Box 27185, Los Angeles, CA 90027-0185

National Association of Fire Investigators, 53 W. Jackson Blvd., Chicago, IL 60604

National Crime Prevention Institute, University of Louisville, Louisville, KY 40292. Tel: (502) 588-6987

National Safety Council, 444 No. Michigan Ave., Chicago, IL 60611. Tel: (312) 527-4800 ext. 238

National Crime Prevention Council, Rm. 718, 805 15th St. N.W., Washington, DC 20005. Tel: (202) 393-7141

National Intelligence Academy, 1300-1400 N.W. 62nd Street, Fort Lauderdale, FL 33309.

National Training Center of Polygraph Science, 200 W. 57th St., Suite 1400, New York, NY 10019

National Youth Work Alliance, 1346 Connecticut Ave. N.W., Suite 508, Washington, DC 20036. Tel: (202) 785-0764

New England Institute of Law Enforcement Management, Babson College, Drawer E, Babson Park, MA 02157

New Jersey State Assn. of Chiefs of Police, 148 N. Main St., Hightstown, NJ 08520

Pennsylvania State University, S-159 Human Development Bldg., University Park, PA 16802

St. Louis Metropolitan Police Dept., Planning and Development Division, 1200 Clark Ave., Room 304-F, St. Louis, MO 63103. Tel: (314) 444-5647

Police Executive Research Forum, 1909 K St. N.W., Suite 400, Washington, DC 20006

Police International Ltd., P.O. Box 220, Oakton, VA 22124

Police Officers Training Service, Soundview Avenue, Box 667, Southold, NY 11971. Tel: (516) 765-5472

Port of Seattle Police Dept., P.O. Box 68727, Seattle, WA 98188. Tel: (206) 433-5400

Richard W. Kobetz and Associates, North Mountain Pines, Route Two, Box 342, Winchester, VA 22601. Tel: (703) 662-7288

Ross Engineering Associates, 7906 Hope Valley Court, Adamstown, MD 21710

Southern Police Institute, University of Louisville, Louisville, KY 40292. Tel: (502) 588-6561.

Southeast Florida Institute of Criminal Justice, 11380 N.W. 27 Ave., Miami, FL 33167. Tel: (305) 685-4505, James D. Stinchcomb, Director

Southeastern Ohio Regional Crime Laboratory/Hocking Technical College, Nelsonville, OH 45764. Tel: (614) 753-3591.

Southwestern Legal Foundation, P.O. Box 707, Richardson, TX 75080

S & W Academy, 2100 Roosevelt Avenue, Springfield, MA 01101. Tel: (413) 781-8300 ext. 255

Traffic Institute, 555 Clark Street, P.O. Box 1409, Evanston, IL 60204

University of Delaware, 2800 Pennsylvania Avenue, Wilmington, DE 19806. Tel: (302) 738-8155

U.S. Journal, 2119-A Hollywood Blvd., Hollywood, FL 33020. Tel: (305) 920-9433.

Yosemite Community College District, P.O. Box 4065, Modesto, CA 95352

NOVEMBER

3-4. **The Law Enforcement Professional: Crises Within and Without.** Presented by McCabe Associates. Fee: \$200.

7-9. **Accident Investigation Photography.** Presented by the Georgia Police Academy.

7-9. **Police Civil Liability and Defense of Citizen Misdemeanor Complaints Workshop.** Presented by the Americans for Effective Law Enforcement Inc. Fee: \$325.

7-9. **The Applications of Microcomputers in Police Work.** Presented by the Pennsylvania State University. Fee: \$230.

7-11. **Analytical Investigation Methods.** Conducted by ANACAPA Training Courses. Sponsored by Montgomery County Department of Police. To be held in Rockville, MD.

7-11. **Microcomputer Workshop for Police Applications.** Presented by the Institute of Police Traffic Management. Fee: \$425.

7-18. **Advanced Accident Investigation.** Presented by the Institute of Police Traffic Management. Fee: \$425.

7-18. **DEA Narcotics.** Presented by the Georgia Police Academy.

7-19. **Low Enforcement Planning Officers.** Presented by the Traffic Institute.

10-11. **Vehicle Homicide.** Presented by the Georgia Police Academy.

10-11. **Physical Security: Principles and Technology.** Presented by the University of Delaware. Fee: \$385.

14-15. **Operational Intelligence.** Presented by Richard W. Kobetz & Assoc., Ltd. To be held in Atlanta, Ga. Fee: \$350.

14-15. **Electronic Spying and Countermeasures.** Presented by Ross Engineering Associates. Fee: \$200.

14-16. **Robbery and Burglary Investigation.** Presented by the University of Delaware in cooperation with the Wilmington Department of Police. Fee: \$275.

14-17. **Police Internal Affairs.** Presented by the Institute of Police Traffic Management. Fee: \$250.

14-18. **Terrorism & Hostage Negotiations.** Presented by the Georgia Police Academy.

14-18. **Interview & Interrogation Techniques.** Presented by the Traffic Institute.

15-16. **Street Survival.** Presented by Calibre Press. Fee: \$60. To be held in Gatlinburg, TN

16-17. **Crisis Management: Disorders & Disasters.** Presented by the Criminal Justice Center of John Jay College. Fee: \$150.

18-21. **Sixth Annual Conference** Presented by the International Society of Crime Prevention Practitioners. Fee: \$105. To be held in Columbus, Ohio

21-23. **Law Enforcement Budgeting.** Presented by the Georgia Police Academy.

DECEMBER

1-2. **On Trial: Case Preparation, Testimony, Demeanor.** Presented by the Criminal Justice Center of John Jay College. Fee: \$150

5-6. **Police Vicarious Liability** Presented by the University of Delaware in cooperation with New Castle County Department of Public Safety. Fee: \$250.

5-6. **Intrusion Detection Systems.** Presented by the University of Delaware. Fee: \$325.

5-7. **First Line Police Supervision.** Presented by the Criminal Justice Center of John Jay College. Fee: \$175.

5-7. **Use of Deadly Force.** Presented by the Traffic Institute

5-8. **Field Training Officer Seminar** Presented by the Institute of Police Traffic Management. Fee: \$295.

5-9. **Analytical Investigation Methods.** Presented by ANACAPA Training Courses. Sponsored by FDLE Organized Crime Institute. To be held in Orlando, Fla. Fee: \$395.

5-9. **Homicide Investigation.** Presented by the University of Delaware. Fee: \$325. To be held in Wilmington, Del.

5-9. **D.W.I. Enforcement Training** Presented by the Traffic Institute

5-9. **Police Officer Training Workshop** Presented by the Institute of Police Traffic Management. Fee: \$295.

5-9. **FBI Advanced Latent Fingerprint School.** Presented by the Georgia Police Academy.

5-16. **Computer Technology in Law Enforcement, I and II.** Presented by the Traffic Institute. Fee: \$550

5-16. **Traffic Accident Reconstruction** Presented by the Institute of Police Traffic Management. Fee: \$550.

6-9. **Command & Supervisory Seminar.** Presented by the National Intelligence Academy.

7-8. **Psychological Screening for Entry-level Police Officers.** Presented by the Institute of Police Traffic Management. Fee: \$250.

10. **Vehicle Theft Investigation.** Presented by the Traffic Institute

12-14. **Use of Supervisory Principles Within Communication Centers.** Presented by the University of Delaware in cooperation with Delaware State Police. Fee: \$310

12-14. **Police Decision-Making and Leadership Development Workshop.** Presented by the Traffic Institute. Fee: \$330.

12-14. **Advanced Police Internal Affairs.** Presented by the Institute of Police Traffic Management. Fee: \$250.

12-16. **Accident Investigation Photography.** Presented by the Traffic Institute. Fee: \$330.

John Jay College of Criminal Justice/CUNY
Law Enforcement News
444 West 56th Street
New York, New York 10019

LAW ENFORCEMENT NEWS

September 26, 1983



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